

# NEWSLETTER

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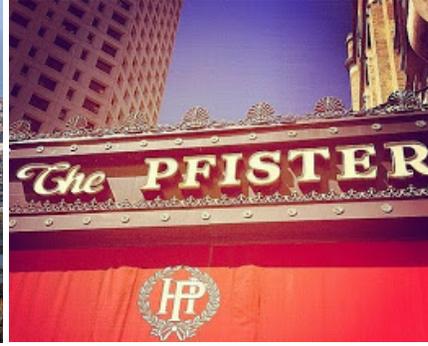
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A Nationally Certified Program (NCP) ensures that the training is current, engaging, legally defensible, and appropriate to the target audience.



# IADLEST 2019 Annual Conference

SAVE THE DATE for the  
**LEADERS IN LAW  
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**The Pfister Hotel**  
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**June 9 - June 12, 2019**  
*Registration will be open in January!*

Join 300+ law enforcement professionals and enjoy all the fun that Milwaukee has to offer!

- Harley Davidson Museum
- Miller Brewery Tours
- Milwaukee River Walk
- The Public Market

## PRESIDENT'S MESSAGE

by: Dan Zivkovick, Director  
Massachusetts Municipal Training Committee

### MAKING CHANGE



We have often heard the saying that the only thing police officers hate more than the *status quo* is change. On the other hand, we, as trainers and educators, take pride in continuing to evolve the training we provide to our officers

as we prepare them for success in their profession and in their communities. We embrace and seek change. But do we really?

I just read an article entitled “Why police academies are letting recruits down (and how to fix it),” which is authored by one of our peers: Robert Stresak, who retired as the executive director for the California POST. While many articles are written about training new police officers, Stresak’s indictments and recommendations are short, to the point, and thought-provoking.

As I read it, I thought about my own experiences. In retrospect, much of what I thought was change or a paradigm shift was merely a repackaging of what I had been doing. Yes, there was new information or updated technology (simulators) or new scenarios, but they were usually layered into what was previously taught.

There was no attempt to pull it apart completely and look at its efficacy from a holistic, curriculum-wide perspective, utilizing the latest research regarding how adults (especially police recruits) best learn and more importantly, best retain knowledge and skills.

In retrospect, I can see why that happened: complacency.

When we have a program that looks and feels successful, there is not much impetus to

overhaul it. When we have instructors and subject matter experts who have done a great job, there is not much reason to create change. When things feel comfortable and predictable, there is even less reason to change.

Plus, real change requires a commitment to persevere, especially when it takes staff, constituents, and the system out of their comfort zones by changing the way we have always done it.

It also requires an investment: certainly of time, but just as certainly, a fiscal and emotional investment. In police training, wholesale change does not come without a cost.

So, change is hard....and big change is harder.

We all know that we owe it to our officers to make meaningful changes occur in our training, and we work to make that happen. But I agree with Stresak, it is time to fully invest ourselves in creating holistic changes to assure that our officers not only know the job, but are better prepared to do the job. Traditional, linear police training needs to evolve.

And I think that such change is doable, but only if we approach it collectively and utilize our combined resources to create the kind of change that Stresak envisions. IADLEST can and should be the catalyst for such a paradigm shift. We owe that to our profession and more importantly, to our officers.

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

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

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

*extends its membership invitation to professionals in other democratic nations.*

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

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

## MEETINGS SCHEDULED

The next Executive Committee and General Business meetings are scheduled for the annual conference to be held June 9-12, 2019, at the Pfister Hotel; 424 E Wisconsin Ave; Milwaukee, Wisconsin 53202

The Fall business meeting will be held in conjunction with the International Association of Police Chiefs conference scheduled for October 26-29, 2019, in Chicago, Illinois.

## 2019 RECIPROCITY HANDBOOK AVAILABLE

The Reciprocity Handbook has been updated and now available to all POST agencies via the IADLEST web page. The 2019 Handbook can be found by logging into the IADLEST web site; click on “members”; then “IADLEST Document”; and download the *2019 LE Reciprocity Handbook*.

The handbook contains information gathered from the 50 state law enforcement officer standards and training organizations. The handbook lists the reciprocity (waiver of training) requirements for the certification and licensing of law enforcement officers for each POST state agency.



## POST DIRECTOR CHANGES



**Indiana:** Timothy M. Horty became the Executive Director of the Indiana Law Enforcement Academy in November 2018. Prior to his appointment at the ILEA, he served as the Law Enforcement Coordinator and Public Affairs Officer

at the United States Attorney’s Office for the Southern District of Indiana. He also served for 26 years with the Indianapolis Metropolitan Police (IMPD) Department retiring in 2007 as the Deputy Chief of the IMPD’s West District.

Horty earned a bachelor’s degree from Indiana University in Forensic Studies and a Master’s Degree in Education. He also graduated from the FBI’s National Academy.



**Kentucky:** Alex Payne is currently the Commissioner of the Department of Criminal Justice Training located in Richmond, Kentucky. He was most recently the Deputy **Commissioner of the** Kentucky State Police an

Agency he retired from as a Sergeant in 2004. His previous assignments with KSP were Post 9, Pikeville, Post 16, Henderson, and a founding member of the centralized Special Response Team. He was also the primary use of force instructor at the Kentucky State Police Academy for a number of years. Mr. Payne previously served as Operations Major, Sergeant and Patrol Officer with the Jeffersontown Police Department and as a Law Enforcement Specialist with the Kentucky League of Cities. He has conducted training for police, military, security and civilian personnel all across the United States and other countries. He is continually used as an expert witness in court cases involving police use of force, police training and tactics.

Alex and his wife Sheila have five children: Caleb, Matthew, Morgan, Molly and Emma. They are members of Saint Gabriel the Archangel Parrish and live just outside of Jeffersontown in the Fern Creek area.

**IADLEST IN DUBAI  
UNITED ARAB EMIRATES:  
STRENGTHENING INTERNATIONAL  
LAW ENFORCEMENT STANDARDS  
AND TRAINING RELATIONSHIPS**  
*by: William Flink, IADLEST Program Manager*

During March 17-21, the International Association of Directors of Law Enforcement Standards and Training (IADLEST) was invited by Major General Abdul Quddos Al-Obaidli, Assistant Director for Pioneering and Excellence for the Dubai Police Force, United Arab Emirates (UEA), to attend the 12<sup>th</sup> International Symposium for Best Police Practices: “Artificial Intelligence and Police of the Future.” The Symposium drew attendees from more than 20 countries, including dignitaries from the United States representing IADLEST, the International Association of Chiefs of Police, the United States Department of Justice International Criminal Investigative Training Assistance Program (ICITAP), the Cities of Chicago and New York Police Departments, and U.S. technology firms working in the arena of high-tech, artificial intelligence law enforcement projects. The purpose of the IADLEST invitation was to initiate discussions between IADLEST and the UEA’s police training programs regarding “best practices,” and to collaborate with IADLEST to achieve international recognition for the UAE’s law enforcement education and training programs.



*(L-R) William Flink, IADLEST; Major General Abdullah Khalifa Al Marri, Commander-in-Chief of the Dubai Police; and Dr. Tayeb Kamali, UAE Ministry of Interior- Education Development and Training*

While there, IADLEST met with Dubai Police and ICITAP officials to discuss advanced law

enforcement training, career development programs, web-based training programs, sharing of best-training and operational practices, and IADLEST Accreditation for the Dubai Police training programs. In addition, IADLEST also met separately with training officials from the UAE’s Ministry of Interior representing the Abu Dhabi Police, to discuss a program review and accreditation of the Abu Dhabi Police College and Academy.

Training assistance, in promoting best-practices, was requested for the topical areas of leadership, investigations, traffic enforcement, communications, forensics, strategic planning, advanced instructor programs, and other sustainability avenues available through IADLEST.

According to William Kuehl, ICITAP Senior Law Enforcement Advisor, the role of ICITAP was to explore opportunities for collaboration with the Dubai Police. Discussions with the Dubai Police training center executives revealed that their structure and vision is quite modern, and their broad goal is to become a regional training hub.

Both UAE police agencies have the desire to engage with IADLEST’s international membership; and the Dubai Police, among other interests, have proposed certifying their web-based training through IADLEST’s training certification program, as well as accredit their police training centers. The proposed partnership between the UAE and IADLEST, would become the latest demonstration of IADLEST’s efforts to expand best practices in law enforcement standards and training throughout the world. IADLEST is currently assessing a proposal for formal agreement with the Dubai Police which is expected to be reviewed, and likely agreed to, in the near future.

Also, during the Symposium, and as part of the Dubai Police Innovation Project for 2021, IADLEST took part in a strategic planning session, which included ICITAP, representatives from the British Police, Royal Canadian



*(L-R) Dubai Police Representative Amna Sayed; Captain Mohammed Aldhnhani, Head of Criminal Development Training Section, Department of Criminal Investigation; William Kuehl, ICITAP; Dr. Sid Ahmed Benraouane, Innovation and Future Foresight Advisor, Dubai Police; William Flink, IADLEST; and Colonel Mohammed Atique, Director of Planning and Training, General Department of Training, Dubai Police.*

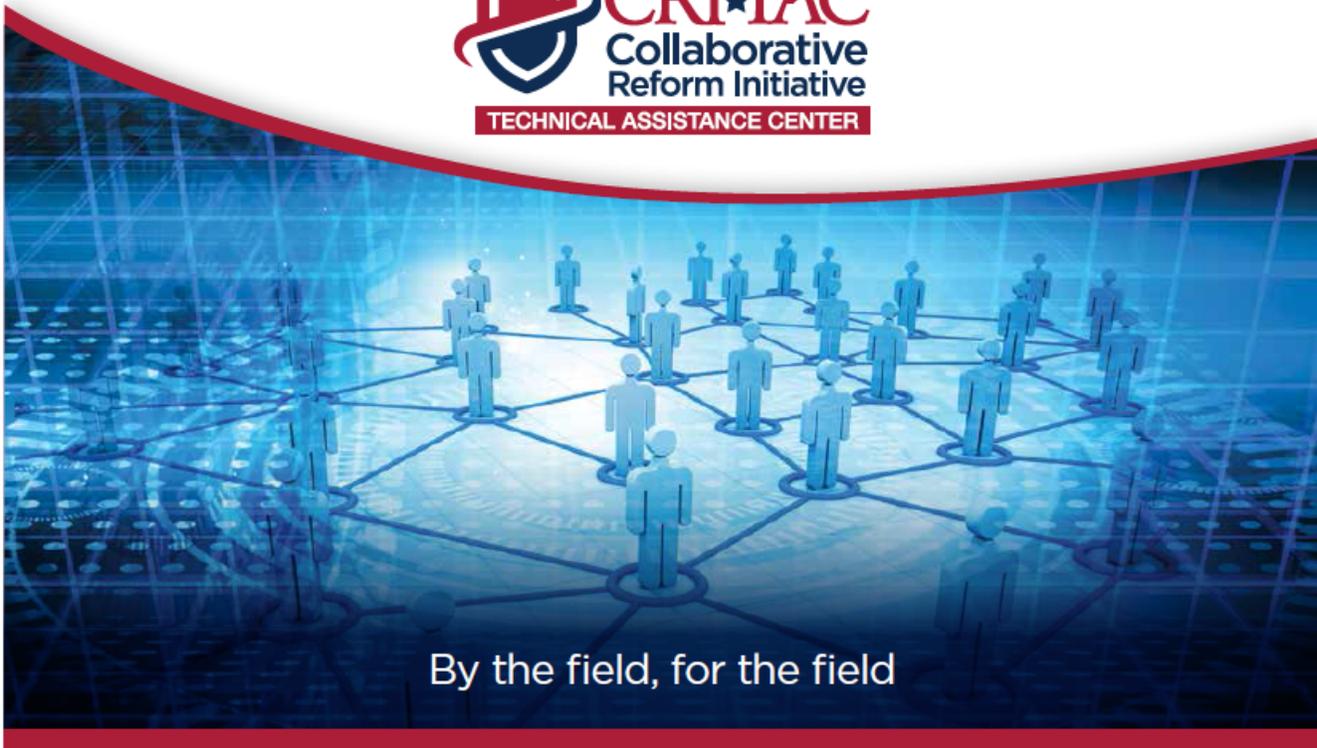
Mounted Police and Dubai Police, designed to bring forth ideas to enhance the effectiveness of Dubai Police-Community response efforts. Separately, IADLEST was asked to participate in a Dubai Police social media presentation to make its citizens aware of police efforts to enhance public safety through strategic planning.

Finally, it should be recognized that membership in IADLEST was received, during the Symposium, from Dr. Taybe Kamali, Director General, Education Development & Training, Ministry of Interior for the United Arab Emirates. Welcome Taybe!

## Watch for Motorcycles



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Visit [www.CollaborativeReform.org](http://www.CollaborativeReform.org) for more information and to request assistance.





# IADLEST

## Academy Directors' Course

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

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

**Join the teaching cadre**

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

#### **Budgeting/Funding:**

- Overall General Information on Budgeting
- How to Fight for Funds Within the Budgeting Procedure
- Funding: How to Obtain Funds: Grants, Donations, etc.
- Creative Ways to Reduce Costs

#### **Curriculum Development**

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

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

- State-specific
- Admission
- Attendance
- Evaluations: Type and Standards
- Fitness Standards, Instructor Certification
- Development of Policies

#### **Logistics**

- Resident v. Commuter Issues
- How to Deal with Students Who Are Not Your Employees
- Development of Rules of Conduct-During and After Hours
- Basic Students v. In-service
- Disciplinary issues

#### **Learning Styles/Delivery of Training Methodology**

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

#### **Legal Issues**

- Nationwide Statutes Applicable to Training
- Liability Issues
- ADA and How It Relates in Training Environment

#### **Needs Assessment**

- How to Develop
- How to Utilize
- Goal Setting
- Job Task Analysis

#### **Resources**

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

**Make a Difference!**

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

**The Committed Catalyst for Law Enforcement Improvement**

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## S.T.E.P. TO BUILDING SUPER SERGEANTS

*Sergeant Transitional Education Program*

*by: James Beyer, Lieutenant,  
Irving Texas Police Department*



Would you feel better if you had a cadre of “Super Sergeants” providing quality day-to-day leadership in your department? Do your officers deserve leadership provided by highly qualified and prepared sergeants? Finally, why do we often say that the sergeant is one of the most influential supervisory positions, yet we take a haphazard approach to how we prepare, train, and develop our new sergeants? The Super Sergeants we want are leaders who have the ability to self-evaluate, possess the emotional

*“We have left the  
training and  
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sergeants more to  
chance than anything  
else.”*

intelligence to learn and adapt, and have the desire to hone their leadership skills. If you do not have these Super Sergeants, or if it takes years for them to develop, the problem may be your new sergeant-training program. For years, with rare exceptions, we have left the training and development of our new sergeants more to chance than anything else. The training program for a new sergeant usually consists of some “ride-alongs” with a senior sergeant and eventually attending an offsite supervisory school, hopefully within a couple of years of promotion. With this approach, it is no wonder that we continue to replicate problems and stymie the development of our sergeants. The purpose of this article is to describe the Sergeant

Transitional Educational Program (S.T.E.P.) recently developed by the Irving (Texas) Police Department, and to propose it as a new method for training supervisors.

S.T.E.P. addresses the shortcomings prevalent in police sergeant training. Law enforcement, and some might say, society in general, requires sergeants who are primed with the core abilities to provide leadership for policing in the 21st century. There are few people, either within or outside the field of law enforcement, who would challenge the notion that law enforcement across our nation is under increased scrutiny, which in the most extreme cases, seeks to challenge its institutional legitimacy. In addition, few would doubt that optimal field leadership is crucial to helping law enforcement navigate these difficult times. The sergeant’s role is complex and challenging, requiring a comprehensive training approach to provide the greatest opportunity for success. The S.T.E.P. curriculum provides a comprehensive framework to improve **HOW** we train our sergeants, **WHAT** we train our sergeants, and **WHEN** we train our sergeants to thrive in the complex environment they will face.

### HOW

Traditionally, most police training, including supervisory training, is delivered in lecture format. While this style of training may allow us to “check the box” that the material has been covered, it is simply not the way most adults learn, and it certainly does not promote long-term retention. Even though it is easier to simply lecture about a topic, it is not an effective experiential learning plan. Educational studies have consistently shown that the knowledge retention in the lecture format is somewhere between 10 and 20%. Results like this simply will not cut it if we hope to equip our leaders with the best chance for success. What we really need is a program that utilizes problem-based learning and active learning techniques using adult learning theory.

### Adult Learning Theory

*The Final Report of the President’s Task Force on 21st Century Policing* includes recommendations to use adult learning techniques in training. Malcom Knowles, Ph.D.,

developer of the humanistic learning theory observed that adults learn best when: They understand why something is important to know or do, they have the freedom to learn it in their own way, learning is experiential, the time is right for them to learn, and the process is positive and encouraging. Making sure adult students understand “why” is not about why they are in the classroom, but about why each thing you teach them is an important part of learning. Since adult learners have different learning styles, we should formulate our training to utilize all three learning styles (visual, auditory, and kinesthetic). Enabling the learner to integrate and apply the knowledge in their preferred method of instruction should get learners actively involved with the learning process by utilizing small group discussions, experiments, role-playing, building something, writing or drawing something specifically related to the lesson or even tabletop command exercises. Adult learning principles in police education would capitalize on the experience each supervisor trainee has to develop into better supervisors.

<b>Adult Learning Principles – Malcolm Knowles</b>
1. They understand why something is important to know or do
2. They have the freedom to learn it in their own way
3. Learning is experiential
4. The time is right for them to learn
5. The process is positive and encouraging

Problem-based learning (PBL) is a style of active learning proven effective in higher retention of material. First developed in medical school, problem-based learning is the method used to teach new physicians. The goals of PBL are to help students develop flexible knowledge, effective problem solving skills, self-directed learning, effective collaboration skills, and intrinsic motivation. Working in groups, students identify what they already know, what they need to know, and how and where to access new information that may lead to the resolution of the problem. The instructor’s role is to facilitate learning by supporting, guiding, and monitoring the learning process. The instructor must build students' confidence to take on the problem, and encourage the students while also

stretching their understanding. The constructs for teaching PBL are very different from traditional classroom lecture teaching. The instructor encourages the student to seek information that will lead them to the problem resolution. Problem-based learning has a similar construct as police service calls. The citizen has a problem and calls the police. The police officer responds, identifies the problem, and must research or investigate how to resolve the problem. The police then enact a solution to the perceived problem. In Irving, we have selected incidents for our S.T.E.P. that have actually occurred for the students to work through. For each section, a complex problem is chosen that will help the student discover the learning objectives and how to apply them for that section.

## WHAT

Developing a training program for new sergeants is a daunting process. To be effective, it should focus on the skills and attributes you hope the new sergeant will acquire. A comprehensive training curriculum will guide the new sergeant through each phase of this self-discovery and learning process. The specific duties and roles of sergeants vary from department to department, but certain core abilities are common to the role regardless of the agency. All sergeants need Rational Skills which include the ability to demonstrate effective written communication, decision-making, time management, planning, fact-finding, and understanding their span of control. They need Technical Skills such as the ability to organize and manage projects, handle citizen and officer complaints, and help develop subordinates’ careers. The sergeant needs to demonstrate a Command Presence with their responsibilities and the ability to lead; but this should be augmented with Humanistic Skills such as personal abilities, self-management, and the capacities to foster growth in others through mentorship. Finally, we need police sergeants who can effectively manage the initial scene of high risk/low frequency incidents. The properly designed S.T.E.P. should guide candidates through the process of recognizing and learning, and applying such attributes which

in turn sets up the new supervisor for success in his or her leadership role.

**Implementation: S.T.E.P. Learning Matrix**

Of course, the key question is how do you design the S.T.E.P. to ensure you cover all the bases? The first task is to develop a learning matrix that contains all the desired characteristics for a sergeant in your department. Second, as an executive police manager, you must identify the supervisor mentors you want the new supervisors to emulate. You should choose each mentor to teach/mentor/coach the new sergeants in each core competency.

with the trainee and provides feedback. The mentor is also available to guide the student when they are stuck in their research or just need focusing. The last three PBLEs (Management of High Risk/Low Frequency incidents) are taught as tabletop command exercises with multiple participants so that each of the new sergeants can learn from the others. The last step in the Irving S.T.E.P. is a presentation to the command staff. The presentation is an overview of their time in the program. The new sergeant will present what they have learned about leadership

<b>S.T.E.P. Learning Matrix</b>		
Core Competency	General Contents	Functions
Rational Skills	Effective written communication, decision making, time management, planning, fact-finding, and span of control	Investigating personnel complaints, evaluation of employees, deployment of personnel, scheduling personnel, investigating uses of force, and approval of certain patrol officer functions
Technical Skills	Work perspective/self-motivation, complaint handling, career development of subordinates	Maintaining performance records, coordinating subordinate training, reviewing paperwork, budget preparation, managing equipment, personnel development, and leading crime reduction initiatives
Command Presence	responsibility and authority	Leadership of a section, supervising large crime scenes, managing scenes and completing paperwork involving injured employees as well as prisoners, and supervising vehicle pursuits.
Human Skills	personal development (self-actualization), leadership, and ability to foster growth in others (mentorship)	Leadership (the ability to inspire others), mentoring, effective communication, counseling, and personal development
Management of High Risk/Low Frequency Incidents		

Program implementation begins with providing the new sergeant a list of available resources such as books, articles, supervisory personnel to interview, general orders, standard operating procedures, and other information. They will use this list to work on solving problem-based learning exercises that combine learning objectives within each core skill sets. There are 15 problem-based learning exercises (PBLE) in Irving’s S.T.E.P. (three PBLEs from each of the skills sets). Each PBLE is a complex problem based upon a real world situation that the student must research and attempt to solve. While they are researching the solution, the new sergeant teaches themselves through self-discovery of the learning objectives. When complete, they present they present their findings to an assigned mentor. The mentor then discusses the solution

and what it means to be an Irving Sergeant. The new sergeants will describe their personal growth during this time. The new sergeants will also include goals for themselves as well as their team in the future. The presentation is a final test to demonstrate to the command staff their newly acquired leadership skills.



<b>Irving S.T.E.P.</b>	
Core Competency	Problem-Based Learning Exercise
Rational Skills	Personnel Investigations and Discipline Exercise Use of Force Investigations Exercise Staffing Exercise
Technical Skills	Evaluation of Employees Exercise Crime Reduction Initiative Exercise Employee Counseling Exercise
Command Skills	Vehicle Pursuits/Squad Car Accident Investigation Exercise Injured Employee and Prisoner Exercise Leadership Perspective Exercise
Human Skills	21 Irrefutable Laws of Leadership Exercise
High Risk/Low Frequency Decisions	Active Shooter Exercise Officer Involved Shooting and Riot Exercise Hazardous Materials Dispersement Exercise
	Leadership Presentation to Command Staff

## WHEN

A key consideration for training new sergeants is when to provide the initial training. Although the idea likely runs counter to the way most agencies currently conduct new supervisor training, the candidate should be allowed to complete the course prior to assuming their new leadership responsibilities. Using the “sink or swim” training methodology when consequences of the trainee’s actions are significant is ill-advised and policing should move past this method. Preparing the leaders of tomorrow will take commitment. It will not be easy. Developing the program that fits your agency will not be easy, and setting aside the time to allow your leaders of tomorrow to acquire a firm foundation prior to assuming their responsibilities will require concerted effort. In Irving, trainees are given four weeks to develop basic supervision skills under the tutelage of command staff and seasoned supervisors.

## WHY?

Why would departments go through so much trouble to develop these so-called Super Sergeants? We want them because these kind of leaders would be better equipped to handle and possibly redeem the “problem officer,” maximize the performance of average, good and peak performers, stand as an example of a leader, commit to department values, and uphold performance standards within the police

department. This is a lot to ask without a thoughtful and committed approach to their development. If the supervisor cannot realize their full potential, how can they recognize the full potential in others? Developing the sergeant’s humanistic skills is critical to inspire others and not merely to lead by fear. Development of a leader’s emotional intelligence and self-evaluation improves their ability to influence others which is the definition of leadership. Studies have shown that individuals with a higher emotional intelligence have improved mental health, exemplary job performance and more potent leadership skills. Daniel Goleman’s research in his book, **“Working with Emotional Intelligence,”** indicated that emotional intelligence accounted for 67% of the abilities deemed necessary for superior performance in leaders, and mattered twice as much as technical expertise or IQ. We know from the “talks at the water cooler” that sergeants that have a reputation for being ineffective are plagued by stories of failure of their humanistic qualities. Emotional competencies are not innate talents, but rather learned capabilities that must be developed to achieve outstanding performance. S.T.E.P. allows the trainee to discover and develop all the important skills that lead to a greater potential for personal and departmental success.

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*About the Author: James Beyer is a lieutenant with the Irving Texas Police Department. He is currently assigned to Personnel and Training Division. He has 15 years of policing experience. He served 11 years as a bomb tech with the Irving bomb squad. Prior to becoming a law*

*enforcement officer, he was a chiropractor that was board certified by the American Board of Chiropractic Orthopedists, American Academy of Pain Management, and the American Association of Integrated Medicine.*

**IADLEST HISTORY PROJECT  
- JUST AROUND THE CORNER -  
by: William Flink, IADLEST Historian**

The IADLEST History Project is coming down to the wire. We're seeing the shape of the final product, and we're quite sure the project will bring to light information that has previously gone unmentioned in the historical and scholarly works of many authors. The IADLEST History Project is going to put the association at the forefront of criminal justice historical research, alongside other historical works. The effort in providing this publication on IADLEST's

history belongs to all of those IADLEST members who have shared information and taken the time to discuss their recollections and historical information with the project.

The project is expected to be available by Summer 2019. At the present time, the work is well into the final production phase.

IADLEST's work on this project is sure to be worthy for all criminal justice academy libraries and those libraries maintained by higher education and government institutions. The information will provide academies with more information than was previously available from one source and will be useful to update lesson plans involving the history of law enforcement, giving training managers and staff a broader perspective of the work that has taken place and to us get to where we are in criminal justice training today. Also, there is significant information that could be used to further aid the states' development of professional programs and future strategic planning.

For the avid criminal justice historian or scholar, the IADLEST History will be a seminal document for personal and public libraries. The IADLEST History project is worthy of reading and resourcing by criminal justice professionals and research communities throughout the world. After all, the International Association of Directors of Law Enforcement Standards and Training is a world-wide association of professionals on a mission to improve criminal justice standards and training, and the IADLEST history project is reflective of that goal.

**DESPERATE FOR RECRUITS,  
POLICE CONSIDER NON-CITIZENS  
by: Simone Weichselbaum**

An Internet article about one journalist's view of law enforcement and how its hiring practices may be changing. Refer to: <https://www.themarshallproject.org/2019/02/14/desperate-for-recruits-police-consider-non-citizens>

**IADLEST-COPS  
OFFICE REGIONAL TRAINING  
Grant Program Update**

*by: Mark Damitio, Accreditation and Grants Manager*

On September 21, 2018, IADLEST was awarded funding by the US Department of Justice, Office of Community Oriented Policing Services for an invitational 24-month project called “Partnerships in Community Policing: Regional Training with a National Impact.” The project is funded through August 2020.

The purpose of this project is to support the development of a network of regional training hubs that can serve as training hosts and test-beds of training innovation. The goal of the project is to establish a network of regional training hubs. The award originally called for six such hubs across the country; however, we have established a goal significantly higher than that. The COPS Office is very interested in our membership’s unmet training needs, and there is a possibility that one or more of these new courses could fit the unmet need.

The three functions of these training hubs are:

- The COPS Office has existing awards with vendors for fully developed courses, and they will need sites to present them.
- The COPS Office has existing awards with vendors for courses, and they will need sites to beta-test them so they can receive feedback from students.
- The COPS Office is interested in promising practices in newly developed training classes by our membership that need beta-testing. These types of classes can be part of the project, too. They will just need to go through a vetting process before they’re approved for this project.

As we receive task orders for the different courses, we will reach out to the regional hubs to recruit possible hosts. To date, the regional training hubs are:

- Arizona Peace Officer Standards and Training
- Arkansas Law Enforcement Training Academy
- Arkansas Law Enforcement Training Academy - Northwest
- Arkansas Law Enforcement Training Academy - Central
- Eastern Missouri Law Enforcement Academy
- Kansas Law Enforcement Training Center
- Jefferson County Sheriff’s Office Training Academy (Alabama)
- Mineral Area College Law Enforcement Academy (Missouri)
- Missouri State Highway Patrol Academy
- New Mexico Law Enforcement Academy
- New York State Police Academy
- New York State Preparedness Center
- Nevada Commission on Peace Officer Standards and Training Academy
- North Carolina Justice Academy (West Campus)
- North Carolina Justice Academy (East Campus)
- North Central Texas Council of Governments Regional Police Academy
- Oklahoma Council on Law Enforcement Education & Training
- Pennsylvania Municipal Police Officers’ Education and Training Commission
- Rochester Police Dept. Academy (New York)
- St. Louis Police Academy
- South Carolina Criminal Justice Academy
- Spokane County Sheriff’s Office (Washington)
- Tennessee Law Enforcement Training Academy
- University of California, Berkeley Police Department Training Center

If your agency has interest in becoming one of the training hubs, please submit your proposal for your facility that includes any special facilities you have that could make them ideal for a specific type of training event such as executive training rooms, train-the-trainer

classrooms and breakout rooms, specialized training facilities (mock scene areas, etc.). Or if you have an innovative training program that this project could assist in beta-testing, please contact me at [markdamitio@iadlest.org](mailto:markdamitio@iadlest.org). I will be at the IADLEST Annual Conference in Milwaukee in June to further inform and assist members with any questions about the project.

### **ILEETA CONFERENCE ATTENDEES LEARN ABOUT THE NCP**

*by: Peggy Schaefer, NCP Program Director*



IADLEST's Nationally Certified Training Program Director Peggy Schaefer had the distinction of presenting at the 2019 International Law

Enforcement Educators and Trainers Association (ILEETA) Annual conference in March. Her topic, "Developing Objectives That Will *BLOOM* in Your Training Programs" highlighted the value of designing training objectives that have three parts: an action, condition and standard; and objectives that will challenge officers and recruits to learn at higher levels using Benjamin Bloom's well documented taxonomy. Developing concrete and consistent objectives is a major NCP standard as all curriculum is built from these. When training developers write objectives using vague words, i.e., "understand," "to know, or "remember," students have difficulty learning and even more difficulty in transferring what is learned to their real jobs.

Our NCP rubric standard related to objectives is: "Training objectives/outcomes are clearly written and are measurable."

Training providers receive extra credit when they use action verbs that can be measured by cognitive tests or practical skills tests. And as we develop our materials, we should use more scenario based, case studies, group activities or skills-based events to reinforce and ensure that training is transferred.

While at the ILEETA conference, many new training providers learned about the NCP and appreciated the opportunity to talk with Peggy

and with Envisage Technologies staff to learn how to upload documents and market their courses in the IADLEST National Training Catalog located at [www.firstforward.com](http://www.firstforward.com).

If you have any questions about the standards we use to assess training, please feel free to contact [peggyschaefer@iadlest.org](mailto:peggyschaefer@iadlest.org)



*(L-R) Hannah Stitz, Laura Kray, Envisage Technologies; and Peggy Schaefer, IADLEST*

### **IADLEST-NHTSA BELOW 100 PROGRAM UPDATE Free Training Available**

*by: Mark Damitio, Accreditation and Grants Manager*

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

We continue to recruit for future events, but time is running out: the award ends in July. If your agency would like to host a **FREE** workshop, please contact me at [markdamitio@iadlest.org](mailto:markdamitio@iadlest.org). The general requirements for hosting a

workshop is a classroom with multimedia equipment. Attendance requirements will apply so that we can maximize the return on investment of the funds. The workshops are free, and all materials are supplied. Students are responsible for their travel and expenses.

Each event normally will consist of a morning training session designed for all personnel (line staff to administration) followed by an afternoon session that is a train-the-trainer session so that agencies can develop their own trainers to continue the message. In addition, the funding provides for three presentations at major conferences per year, and for three free technical assistance visits per year to agencies that require additional expertise and guidance to implement the program.

The Below 100 training program incorporates the following five tenets:

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

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

Course	Location	Date
Below 100 Core Course	Huntingburg, IN	12/4/2018
Below 100 Core Course	Huntingburg, IN	12/4/2018
Below 100 Core Course	Fairfax, VA	1/8/2019
Below 100 Core Course	Fairfax, VA	1/8/2019
Below 100 Core Course	Fairfax, VA	1/9/2019
Below 100 Core Course	Fairfax, VA	1/9/2019
Below 100 Core Course	Shalimar, FL	2/28/2019
Below 100 Train-the Trainer	Shalimar, FL	2/28/2019
FBI NAA Officer Safety and Wellness Conference	Chicago, IL	3/7-8/2019

The grant is in its third and final year of funding. The funding provides for 12 training events per year, and we have significantly exceeded that number in the first two years. We have sufficient remaining funding to again exceed the required deliverables for the third year.

IADLEST is in the process of applying for a follow-on cooperative agreement to continue to offer this free officer safety training in the future. POST and Academy Director support of the project through requests for hosting will assist us in increasing our application’s likelihood of success.

**THE DDACTS TRAINING CALENDAR IS FILLING UP**  
*By: Peggy Schaefer, DDACTS Project Manager*



Already several agencies have indicated their interest in hosting Regional DDACTS Implementation Workshops and Strategic Agency Planning Sessions:

**May 6 – 7, 2019:** Albuquerque, NM - Strategic Agency Planning Session

**May 13 – 14, 2019:** Lincoln County Maine - Strategic Agency Planning Session

**May 19 – 21, 2019:** NC Justice Academy, Salemburg, North Carolina – Regional Implementation Workshop

We have plans to deliver workshops in Georgia, New Hampshire, Michigan, Tennessee, and Nevada so stay tuned for those dates and workshops.

For those not familiar with DDACTS, it stands for Data-Driven Approaches to Crime and Traffic Safety. The DDACTS model is an effective strategy that uses agency data to drive deployment resources and long-term options. The model reduces crashes and crime, builds community trust and legitimacy, and can be used to track opioid and drug overdoses.

If your academy or agency is interested in hosting a Regional Implementation Workshop, please contact [peggyschaefer@iadlest.org](mailto:peggyschaefer@iadlest.org)



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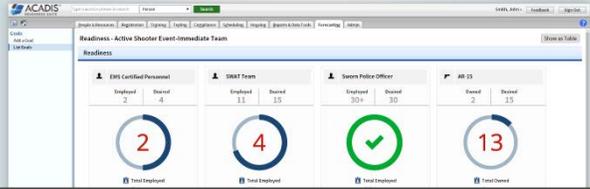
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John E. Reid and Associates provides training programs on investigative interviewing and interrogation techniques, as well as seminars on specialized techniques for the investigation of child abuse cases. We have also produced an APP and several online training programs, a variety of audio and video training programs, as well as several books designed to enhance the investigator's interviewing skills. Visit [www.reid.com](http://www.reid.com) for details.

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**OREGON POST UPDATE**

*by Eriks Gabliks, Director, Oregon POST*

DPSST presented its 2019-2021 budget to the Public Safety Sub-Committee Ways & Means in January. DPSST now awaits the initial budget presentations of our partner public safety agencies to be completed. After this, we believe the Sub-Committee will call back certain agencies to provide updates or additional information, but details are still in flux.

A number of Policy Option Packages supported by the Board were not included in the Governor’s proposed budget including a LMS system and a request to add a third dorm wing (100 rooms) and six additional classrooms to DPSST’s 235-acre campus to accommodate a request from the Oregon Department of Corrections (DOC) to return their basic training to the Academy. DPSST completely understands and supports the Governor’s decision as several state agencies have budget needs and funds are limited. As a result, DOC’s training will continue as is – DOC provides basic training for new state corrections officers on their own with DPSST auditing the training.

On the policy front, the 2019 legislative session continues at full speed. More than 2,000 bills were introduced at the start of the session and

many believe just as many more will be introduced before the session is done. There are dozens of bills that will impact public safety agencies ranging from trauma informed care, epi-pens, frontier firefighting standards, to use of force. DPSST is actively monitoring legislation, providing factual information to legislators and stakeholders, and participating in public safety legislative forums.

DPSST will host the Oregon Association of Chiefs of Police 2019 Small Agency Chiefs summit on June 11 and 12, 2019, at the Oregon Public Safety Academy. This is a new date as the previous session was postponed due to bad weather as the majority of those who had registered were unable to attend. This is for 70 law enforcement agencies around Oregon that employ less than ten officers.

DPSST will host the IACP Women's Leadership Institute at the Academy from May 19-24. There will be no charge for the training and lodging will be made available for participants more than 75 miles away.

The Board-approved Phase II changes to the 16-week Basic Police Course are in the process of being implemented over the next few months with the new course to fully implemented by July 1, 2019. To make the transition to the new curriculum, to mitigate the impact on agencies hiring new officers, and by using agency hiring data, DPSST will not start a Basic Police class during the month of June. The Phase II changes identified three items that are better suited for agency delivery instead of the Academy. This includes blood borne pathogens, harassment training, and K-9 familiarization. The Department of Homeland Security AWR-160 class is also removed from the Academy as this training is now available as an online class free of charge, and the work-group recommend this be completed at the local agency instead of using six hours of limited time which can be used to address other needs. A letter to chiefs, sheriffs, and agency heads with this information was sent out last month. The transition of the four items from the Academy to the employing agency will be added to the Police Field Training Manual with an effective date of July 1, 2019.

DPSST will begin a comprehensive overview and update on the Supervision and Management classes over the next few months. Committee members and stakeholders (police, corrections, 9-1-1, parole and probation, OLCC) from around the state will be invited to assist. Interested parties should contact Leadership Program Training Coordinator Terry Moss at DPSST.

The Board's Criminal Justice Standards Work Group continues its work to update DPSST rules and processes under the leadership of Chair Jason Myers. A number of Board and Policy Committee members are also actively involved in the discussions. Proposed changes to BPSST Administrative Rules and processes will be coming to policy committees very soon for review and deliberation. Questions should be directed to Professional Standards Division Director Linsay Hale.

DPSST is pleased to host the 2019 Oregon Criminal Justice Career Fair at the Academy on April 5 and 6, 2019. This event is offered free of charge to help support local law enforcement agency hiring efforts and 2,000 attendees are expected.

DPSST is pleased to host the Basic Detectives Academy for newly assigned detectives (one year or less) or soon to be appointed detectives. The class will be held at the Academy from April 29 – May 10, 2019. The Detectives Academy has been revamped and will include 80-hours of relevant training for new or recently appointed detectives. Topics include: Interviewing and Interrogation, Case Study and review, Crime Scene Evidence Processing and Collection, Child Abuse Investigations, Online/Technical Investigations, Human Trafficking, Homicide Investigations, Polygraph, Common Mistakes and Ways for Detectives to Avoid Them, Officer Involved Shootings Investigations, Sexual Assault Investigations, Death Investigations, Search Warrant Writing, Electronic Evidence Collection, and Courtroom Testimony Preparation.

DPSST is working to schedule a number of events during the summer for youths interested

in potential criminal justice careers, both sworn and non-sworn. The City of Salem Police Cadet Academy, FBI Teen Academy, and Oregon State Police / American Legion Law Enforcement Camp are all in the works.

On January 8 and 9, 2019, more than two dozen instructors gathered at the Academy to take a train-the-trainer class for Stress First Aid (SFA) for Law Enforcement. The SFA class was designed to reduce the risk for stress reactions in law enforcement personnel (police, corrections, parole and probation, and 9-1-1) and were developed specifically for Oregon and the Department of Public Safety Standards and Training (DPSST) by the National Center on Post-Traumatic Stress and is based on the Combat & Operational Stress First Aid (COSFA) class used by the United States Marine Corps and the United States Navy. The class was developed and presented by Dr. Patricia Watson and Dr. Richard Westphal, both military veterans, who helped develop the COSFA and SFA programs. Since its implementation, this class has identified and assisted two individuals with suicidal tendencies who received assistance and are now back to work. Thanks to all who attended and supported this important training.

In February, DPSST's Curriculum Designer Jessie Charlton began an in-depth revision of the Police Career Officer Development (PCOD) course. A survey of previous PCOD students was conducted and evaluated, and the designated constituent workgroup held their first meeting on March 1, 2019. The goals of this project are to develop a program that aligns with the new Basic Police Course, while also considering the needs of its unique audience of veteran officers from out-of-state or returning to service.

Three members of DPSST's Training Division recently provided classes at the 2019 International Law Enforcement Educators & Trainers Association (ILEETA) in St. Louis, Missouri. The sessions were well received by attendees and allowed the work of DPSST, and its great staff, to be shared with other law enforcement trainers from around the world.

The Association of Oregon Counties has asked DPSST to participate in their annual County

College that allows county commissars and senior staff to learn more about state services and issues. DPSST will host the public safety session at the Academy on Friday, May 17. Approximately 30 individuals have signed-up to attend.

The by-laws for each of the five discipline-specific Policy Committees of the Board have been approved. One of the changes requires new Policy Committee members to attend an orientation prior to voting on policy issues or revocation matters. DPSST's Professional Standards Division Director Linsay Hale is coordinating the sessions that will be offered on a quarterly basis.

### **NATIONALLY CERTIFIED INSTRUCTORS UPDATE**

*by: William Flink, IADLEST*

This past few months have been busy for the Nationally Certified Instructor (INCI) program. We continue to expand our numbers and develop more resources for maintaining this valuable source for promoting high-quality instructional leaders. We're reporting 24 new Nationally Certified Instructors in this edition of the IADLEST Newsletter. All of the 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.

The INCI Program encourages POST Directors to utilize IADLEST Nationally Certified Instructors to instruct in their academy basic training, in-service, or specialized training programs. A list of Nationally Certified Instructors and their expertise can be found at: <https://www.iadlest.org/training/national-certified-instructor/inci-expertise>.

Our certified instructors include some of the most well-known and finest instructors: Michael Brave, Peggy Schaefer, Steve Ashley, John Blum, Bruce Barnard, Daniel Howard, Lon Bartel, Paul Cunningham, Mike Wilson, David Wulff, Pamela Tully, Hector Hernandez, Michael Parker, Robert Brzenchek, Michael

Ferguson, Tony Moore, Michael Quinn, Alberto Alonzo, Derrick Crews, Uliks Gjonaj, John Lanier, Scott Donaldson, John Combs, Paul Taylor, Albert Cobos, Anthony Bandiero, James T. Born, and more.

Our instructors, who are renowned for their expertise, teach many of the most sought-after topics in criminal justice today, including:

- Active Shooter
- Anti-Terrorism
- Communications
- Community Policing & Engagement
- Corrections
- Crash Investigation
- Criminal Investigation
- Crisis Intervention Training (CIT)
- Cyber Security
- DDACTS
- De-Escalation
- Digital Forensics
- DRE/SFST
- Emergency Management
- Emergency Medical Training & TCCC
- Ethics
- EVOC
- Supervision of FTO & Basic FTO Programs
- Forensics
- Homeland Security
- Incident Command
- Internal Affairs Investigation
- Interview & Interrogation
- Instructional Systems Design
- Instructor Development
- K-9
- Leadership
- Legal Issues
- Less Lethal Weapons
- Mental Illness
- Officer Wellness
- Organizational Development
- Public Safety Cyclist
- Recruitment & Retention
- Report Writing Risk Management
- Search and Seizure
- Scenario-Based Training
- Simulator Training
- Social Media Investigations
- SWAT
- Tactical Social Interaction
- Use-of-Force
- and more

Many of the IADLEST Nationally Certified Instructors are qualified in multiple fields of criminal justice training and hold multiple certifications.

The Nationally Certified Instructor webpages identify instructors and their expertise <https://www.iadlest.org/training/national-certified-instructor/inci-expertise>. All IADLEST instructors have committed themselves to continuing development in their instructional expertise by attending instructor conferences and advanced instructional courses, and maintaining a minimum number of hours of continuing development hours every three (3) years.

The following individuals have recently been nationally certified and are “charter members” of the INCI:

**Derrick Crews**, Kernersville Police Department, North Carolina  
**Nicholas Baranovic**, U.S. Army  
**Tony Montanarella**, Virtra, Inc.  
**Don McCrea**, South Dakota University & Brooking Co. Sheriff’s Office  
**Nicole Florisi**, Clarksdale Police Department, Arizona; and Virtra, Inc.  
**Jason Wuestenberg**, National Law Enforcement Firearms Instructors  
**Wren Nealy**, CCEMS Cypress Creek EMS; Waller County Sheriff’s Office  
**Anthony Anderman**, Spokane County Sheriff’s Office  
**Jesse Depriest**, Spokane County Sheriff’s Office.  
**Martin Tucker**, Spokane County Sheriff’s Office  
**David Westlake**, Spokane County Sheriff’s Office  
**Byron Zlateff**, Spokane County Sheriff’s Office  
**Jason Karnitz**, Spokane County Sheriff’s Office.  
**Matthew Smith**, Spokane County Sheriff’s Office  
**Andrew Buell**, Spokane County Sheriff’s Office  
**John Nave**, Spokane County Sheriff’s Office  
**Daniel Moman**, Spokane County Sheriff’s Office  
**Wade Nelson**, Spokane County Sheriff’s Office  
**Craige Pannell**, Spokane County Sheriff’s Office  
**Jeff Thurman**, Spokane County Sheriff’s Office  
**Justin Elliott**, Spokane County Sheriff’s Office  
**Michael Brooks**, Spokane County Sheriff’s Office  
**Todd Miller**, Spokane County Sheriff’s Office  
**Brian Moen**, Spokane County Sheriff’s Office

This IADLEST initiative is for all peace or police officers, deputy sheriffs, corrections officers, detention officers, telecommunicators, analysts, academic instructors, private trainers, and others interested in improving law enforcement training and individual instructional skill sets.

The benefits to the individual instructors, include: being acknowledged by expertise area on the IADLEST INCI website, access to

IADLEST’s NLEARN, receiving a certificate, lapel pin, and identification card, and recognition with IADLEST’s wide-range of training providers.

For more information and to download an application, go to: <https://www.iadlest.org/training/national-certifiedinstructor>

Please upload your application, resume’, bio, and photo and send them to William Flink, INCI Program Manager at [wflink@iadlest.org](mailto:wflink@iadlest.org)

**“DE-ESCALATION”  
BEGINS BEFORE A CONTACT**  
*by: Don McCrea, Premier Police Training, LLC*

Much time is devoted to determining how de-escalation should be applied in today’s law enforcement environment. While this effort is important and necessary, it may help to examine de-escalation from a broader perspective.

I would like to suggest that true de-escalation begins long before it’s actually needed. I’ll explain by presenting this idea in three parts.

Part one involves revisiting the first seven principles involving policing brought to us in 1829 by Sir Robert Peel. I believe these principles, written so very long ago, have a place in modern American policing.

- To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment.
- To recognize always that the power of the police to fulfil their functions and duties is dependent on public approval of their existence, actions and behavior, and on their ability to secure and maintain public respect.
- To recognize always that to secure and maintain the respect and approval of the public means also the securing of the willing co-operation of the public in the task of securing observance of laws.
- To recognize always that the extent to which the co-operation of the public can be secured

diminishes proportionately the necessity of the use of physical force and compulsion for achieving police objectives.

- To seek and preserve public favor, not by pandering to public opinion, but by constantly demonstrating absolutely impartial service to law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws, by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and friendly good humor, and by ready offering of individual sacrifice in protecting and preserving life.
- To use physical force only when the exercise of persuasion, advice, and warning is found to be insufficient to obtain public co-operation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.
- To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

Part two requires instilling the following truth in officers everywhere: **The constitutional rights of our citizens trump the authority of officers every time.** I believe this principle should stand on its own merit without further comment.

The third part calls for development of training models that provide training to both recruits and veteran officers so they know and properly apply the limits of their authority involving the three types of police–citizen contacts.

Before an officer contacts a fellow citizen, that officer should clearly understand if the contact is a consensual contact, an investigative detention

based on reasonable suspicion of crime (and not mere suspicion alone), or a contact based upon probable cause.

My research has shown a link between an officer’s knowledge concerning his or her authority and his or her ability to prevent escalation. The more confident officers are in their legal authority, the less likely they are to escalate the contact. Conversely, officers who lack knowledge of their authority, in many instances, are actually the cause of unnecessary escalation. For example, an officer who forces a consensual contact into an investigative detention steps into a legal minefield and will likely need to de-escalate a situation that he or she needlessly created.

In conclusion, de-escalation should actually begin prior to a contact. Defending the constitutional rights of our citizens, ensuring that training produces a confident and knowledgeable officer, and applying Sir Robert Peel’s original principles of policing can reduce the need for de-escalation.



**About the Author:** Don McCrea founded Premier Police Training, LLC, a national law enforcement training company. Assisting agencies in reducing the chance of lawsuits by providing timely and authoritative use of force &

search and seizure training. He has trained thousands of officers from city, county, state, federal, and tribal agencies.

For the past nine years of his 40 law enforcement career, Don served as a Special Assistant Attorney General and the top-rated academy instructor for the South Dakota Division of Criminal Investigation, Law Enforcement Training Section. He specialized in use of force & search and seizure, scenario-based skills evaluations, development of law enforcement courses and curriculum, and the use of adult learning strategies.

Don instructed defensive tactics for more than 20 years and is currently a firearms instructor, MILO simulator use of force evaluator, accomplished author of several law enforcement books, and an expert witness in use of force & search and seizure. He holds a master’s degree in criminal justice.

Don now coordinates a four-year university law enforcement program and still serves his community as a part-time law enforcement officer.

## **SPOKANE'S SHERIFF EMBRACES IADLEST'S NATIONALLY CERTIFIED INSTRUCTOR PROGRAM**

*by: Bill Flink, IADLEST*

Sheriff Ozzie Knezovich, Spokane County Sheriff's Office, Washington, has taken the impressive step to select his best agency and academy instructors and support their achievement in becoming IADLEST Nationally Certified Instructors (INCI).

The instructors who teach criminal justice personnel through the Sheriff's Office and the Washington State Criminal Justice (WSCJTC) Spokane Regional Training Academy have all demonstrated their competence and excellence in instruction for the citizens of Washington.

Prior to attending the Basic Law Enforcement Academy, new deputies of the Spokane County Sheriff's Office participate in an innovative 26-week pre-academy training program. The Sheriff's Office pre-academy includes, but is not limited to, 40-hours of Crisis Intervention Training, 90-hours of Written and Interpersonal Communication, Bias, Emotional Intelligence,

Behavioral Awareness, and 20 hours of Professional Ethics. More importantly, the new deputies begin their Field Training on the Friday of the first week of the pre-academy, to observe their Field Training Officer (FTO) and to perform simple tasks such as, utilizing the radio, typing reports, assisting with collecting evidence, and communicating with the community. New deputies continue participating in the FTO car every Friday of the pre-academy, for 18-weeks, until they are placed with their FTO full-time on the 19<sup>th</sup> week of the pre-academy. After completing their pre-academy, the new deputies attend the WSCJTC Basic Law Enforcement Academy.

Sheriff Knezovich's vision for success includes the objective of having the right people involved in the training process with standardized qualifications. The Sheriff has identified, from his staff, the subject matter experts to develop his agency's curricula and training program. In addition, Sheriff Knezovich's goal, in partnership with local researchers, is to provide demonstrable evidence identifying the quality of his instructors and the instruction they provide to the Sheriff's Office.



**Sheriff Knezovich standing in the middle flanked left to right by 8 of his 17 IADLEST Nationally Certified Instructor Deputies (Deputies L-R: Jason Karnitz, Mike Brooks, David Westlake, John Nave, Todd Miller, John Moen, Matt Smith, and Jesse Depriest)**

Under the direction of the Sheriff, Anthony Anderman, Training Director, coordinated the selection and application process for 17 Sheriff's deputies and academy instructors to become IADLEST Nationally Certified Instructors. In doing so, the Spokane County Sheriff's Office training program has become a model for the professional advancement of law enforcement training programs around the nation.

IADLEST is pleased to recognize Sheriff Knezovich for his innovation, leadership, and foresight by undertaking the effort to make his department and instructors recognized as some of the best criminal justice instructors in the nation.

### TEN NON-VERBALS ALL OFFICERS SHOULD BE ABLE TO RECOGNIZE AND INTERPRET

by: Scott Buhrmaster, CEO, The Buhrmaster Group

When it comes to securing and maintaining your tactical advantage, the ability to recognize and interpret non-verbal communication when dealing with potentially troublesome subjects can be one of the most powerful officer safety tools you have. In their recently released book, *Street Survival II* (Calibre Press, [www.calibrepress.com](http://www.calibrepress.com)), based on the best-selling original *Street Survival*, authors Jim Glennon, Dan Marcou, and Chuck Remsberg list ten non-verbal indicators that all officers should be aware of, understand, and watch for. It's important to remember that these are not necessarily *guarantees* of an attack or singularly cause for immediate, intense defensive actions; but in combination or in the context of a risky encounter, they should not be overlooked.

Here's a summary:

**1. Behavior in Vehicles:** Stay alert for out-of-the-ordinary activity in and around a vehicle you've stopped. Watch for things like...a driver, or worse yet a driver and one or more passengers, immediately exiting the vehicle and rapidly heading back to your squad; lots of "scrambling" inside the vehicle as you're stopping it; a driver who quickly exits the vehicle, heads in your direction, then abruptly

changes his mind and quickly heads *back* to the vehicle; lots of turning heads and attention to your coming from passengers in the vehicle. If things seem abnormally tense and "fidgety," don't overlook the possible message that sends.

**2. Micro-expressions:** While overt expressions like smiling or frowning may *seem* to reflect the true emotion of the person you're dealing with, "micro-expressions" – quick, fleeting reflections of emotions that may or may not sync with the more overt demonstration of emotion you see – can tip you off to the *real* intent, thoughts, motivation and mood of the individual you're dealing with. Stay intently alert for signs of clenched teeth, furrowed brow, pursed lips, bared teeth and wide, non-blinking eyes. If you see these, even for a fleeting moment, don't disregard them.

**3. Grooming:** Watch for things like wiping off imaginary lint, hair straightening, and clothing adjustments that come at inappropriate times. These could be unconscious signs of an attempt to distract you or an outlet for nervous energy.

**4. Stretching:** The timing of a stretch can be revealing and a tactically valuable message. If a person you pulled over stretches after getting out of the car, maybe no big deal; but if they stretch after you start asking some key questions (like, "Do you mind if I search your vehicle?"), take note.

**5. The Target Glance:** This is a term used to describe a subject's obvious preoccupation with a particular area of an officer's body or with a particular weapon the officer is carrying. This can be represented by staring directly at or repeatedly glancing at the intended target. One of the most likely obvious signs of potential trouble is paying repeated visual attention to an officer's gun, which potentially flag a gun-grab, but other targets of focus, like the chin, nose, throat, or eyes, can potentially be early warning signs of an attack.

**6. Clenching:** Pre-fight tension can cause jaw muscles to bulge, fists to close, and facial muscles to contract. If you pay close attention, you may also see the trapezius muscles that cover the back of the neck and shoulders rise as

large muscles of the body constrict in prep for an assault.

**7. The “Fighting Stance”:** This bladed, quite obviously combative stance almost always signals that a fight is likely brewing. When you see this – clenched fists, tightened face, flaring nostrils, and dropping one side (usually the strong side) behind the other – take serious note. Also note lots of body position shifting which can also be indicative of nervous energy and fight positioning.

**8. Rapid Eye Blinking:** Under significant stress, eye blink rates can be noticeably altered in one of two ways. The rate can either increase dramatically (e.g., an increase from the “typical” rate 6-20 blinks per minute to 40-60 blinks p/m.) or decrease (e.g., 2-4 blinks p/m), which is often referred to as the “thousand-yard stare.”

**9. Flanking:** This strategic positioning to the side or sliding behind an officer generally occurs when there are multiple suspects. Stay very alert for this surrounding-type positioning and be prepared to tactically reposition quickly and definitively if you spot this.

**10. The Miscellaneous Others:** There are myriad additional non-verbal signs that can indicate a pending attack—dilated pupils, hidden hands, dipping to the strong side as though grabbing something, mouth breathing/panting, hands defiantly on hips, contemptuous spitting, pacing, etc. Learn them, remember them, and watch for them!



***About the Author:** Scott Buhrmaster has been involved in the law enforcement training community for 30 years. His tenure began in 1989 when he signed on with Calibre Press, creators of the Street Survival training series.*

*During his decade-long career at Calibre he was involved in virtually every part of the business, from the planning, creation and marketing of the organization’s award-winning textbooks, videos and online publications to developing and securing content for Calibre’s widely popular training programs.*

*In 1999, Scott launched The Buhrmaster Group, an organization focused on helping law enforcement training companies and independent trainers develop, market, and expand their training efforts. Among his clients was*

*PoliceOne.com, which he signed on with full time as their Vice President of Training & Editor after an initial consultative relationship. During that period, Scott was named to the National Advisory Board of the Force Science Institute, at the time a newly developing organization which was also among his list of clients. Following a seven-year tenure at PoliceOne, Scott signed on with Force Science full-time, initially serving as their Vice President of Operations and most recently serving as their Chief Operating Officer. After more than ten years at the Institute, Scott has now turned his full focus on The Buhrmaster Group.*

## **IS IT TRAINING?**

*by: Bruce-Alan Barnard, JD, LLM  
bbarnard@lea.agency*

It’s been a little more than a year since I retired from the Federal Law Enforcement Training Center (FLETC) in Glynco, Georgia and embarked on a new path training law enforcement officers as a commercial training provider. It has been a real eye-opener. I was immediately confronted with a situation I was not expecting after spending a significant part of my life as a government-sector educator and instructor.

I received a Bachelor of Science degree in Adult Education way back in 1986 when I was an instructor at the Naval Submarine School in Groton, Connecticut. I studied and learned fundamental principles of andragogy (the science of teaching adults). I was designated a US Navy “Master Training Specialist.” I then attended law school and became an Air Force JAG where I spent five years of my Air Force career as an AETC certified instructor at the Air Force JAG School. I then went to FLETC where I was certified as an Instructor and then a Senior Instructor. I have been an instructor for the government in one capacity or another for over 30 years. In every one of those assignments, it was my job to train people to perform specific tasks. I was an instructor.

Having spent 15 months now in the private sector, I am genuinely dumbfounded at what passes as “training” in law enforcement. There is a profound distinction between “training” and “information sharing,” and this distinction has been lost to many people in the law enforcement education and training business.

Information sharing is exactly what it says it is ... sharing information. When I send out my weekly “Blue Flash” legal update newsletter, I am not training anyone. I am simply sharing information. To be sure, it is my hope that this information will help law enforcement officers make proper legal decisions based on updated case law. But I have no way of knowing to what extent the information will have any impact at all. I can’t tell if someone skims over the words or reads it thoroughly and analyzes the rule of law. If I were to physically stand in front of a group of LEOs and verbally provide the same information, it would still only be “information sharing.” I have no way of knowing if any particular person understands what I am saying, or even listening for that matter. Don’t get me wrong, I am not saying information sharing is bad. In fact, it is vital to professional development. What I am saying is that *information sharing is not training*.

“Training” is much more than information sharing. Unlike information sharing, training requires specific and defined learning objectives with outcome achievement measured through assessment. Without these learning objectives and outcome assessments, it is not training. It is only “information sharing.” Precisely defining these learning objectives and creating valid assessments requires formal education in curriculum development. Any subject matter expert can share information, but it takes more than being a subject matter expert to effectively train people in that subject.

To properly provide training to law enforcement officers, a training provider should have expertise in not only the subject matter, but also in curriculum development and instructional delivery. This is sometimes referred to as the three-legged stool of training. Without all three of these legs, the stool does not stand. If the curriculum is not properly developed, then the outcomes are not properly defined or assessed. If the subject matter is not peer-reviewed, then what is being taught may not be accurate. If the person delivering the training doesn’t know proper instructional delivery techniques, the training may not be effective. At the POST level, we all know this to be true. Basic academy-level instruction in each state is

typically based on peer-reviewed content in lesson plans with defined objectives and outcomes measured by assessment, taught by certified instructors. The question then becomes, why do we allow refresher and update “training” to be anything less?

Why should we care if someone calls what they are providing “training” when it is really just information sharing? If training is not required, then it probably doesn’t make much of a difference (other than to add to the confusion regarding the difference between the two concepts). But if the training is mandated, which it often is, then we are doing a huge disservice to our officers who rely on this required training to properly and safely perform their duties.

There are a lot of very experienced and well-intentioned people out there mistakenly offering “information sharing” as “training” in various aspects of law enforcement. Some of these training providers have all three legs of the Training Stool, but surprisingly, many do not. Many of these training providers are subject matter experts and have been academy instructors, but have no acumen in curriculum development. Some POSTs address this issue through the POST course certification process. Furthermore, IADLEST has recognized this problem and has taken a significant step to rectify this situation on a national level through the NCP training certification and INCI instructor certification programs.

So how do you know if what you are getting is really training? It is simple: insist seeing all three legs of the training stool. Fancy flyers and websites are no substitute for the three pillars of law enforcement training. You should investigate the answers to these three questions:

**1. Was the training curriculum properly developed?** To answer this question, you should request lesson plans and syllabi that fully set out the objectives including how these objectives will be assessed. Without objectives and assessment, it is not training.

**2. Is the content accurate?** To answer this question, you should look for two things. First,

you should look to see if the qualifications of the subject matter expert align with the training. Just because someone was an LEO for 20 years doesn't necessarily make the person a subject matter expert in the area being taught. Second, you need to know who peer-reviewed the content. This is extremely important! There are a lot of people providing training based on what they personally believe to be true without any review by another expert in the field to ensure the information is accurate. You should absolutely insist that all training content is peer-reviewed by at least one other subject matter expert.

**3. Is the person trained to deliver the training?** You can be the most knowledgeable subject matter expert in your field ... and be the worst instructor. Just because you *know* something doesn't mean you can *teach* it to others. Teaching is both a science and an art, and it is a profession in its own right. Make sure the person delivering the training has proven himself or herself capable of doing so.

Here is the bottom line: don't assume that what is being offered as "training" is actually training. It is important to understand the difference between "information sharing" an "training" and ask a few questions before we accept what's on the label.



**About the Author:**  
*IADLEST member Bruce-Alan Barnard, JD, LLM is a former federal prosecutor and retired FLETC Senior Legal Instructor who has*

*trained over 30,000 state, local, tribal, and federal law enforcement officers across the country over the last 20 years.*

*Bruce has a Bachelor of Science degree in Adult Education from Southern Illinois University. 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 through the weekly newsletter "The Blue Flash." He also hosts the legal update podcast "Broadcast Blue" at [www.broadcast.blue](http://www.broadcast.blue) Bruce is the Director of LEA ONE, which provides high-quality peer-reviewed **training** on the Legal Aspects of Law Enforcement at [www.lea.one](http://www.lea.one). Bruce was the first legal instructor to receive IADLEST INCI certification.*

### **ICARUS AEROSPACE AND BOEING CREATE NEW OPTIONS FOR PUBLIC SAFETY OFFICIALS WITH THE S-100 CAMCOPTER**

*by: Juan Plaza, CEO of Juan B Plaza Consulting*



This year at the 2019 National Sheriffs' Association Winter Technology Conference in Washington, D.C., Icarus Aerospace drew an especially large crowd to their exhibit. While their program management solutions always attract attention at these types of events, it was the fact that the Boeing S-100 Camcopter® was being shown for the first time in a public setting that caught everyone's attention.

The S-100 is no ordinary or off-the-shelf commercial device. It is truly a unique piece of aerospace technology, as it is uniquely equipped to locate missing persons in inclement weather, to enable resupply efforts during natural disasters & search and rescue operations, to provide long endurance overwatch during critical events, and to perform large area surveys in hard to reach locations. Being able to utilize the S-100 unmanned system when the weather poses a risk to manned aviation members will significantly reduce the danger to people, whether they're in the air or on the ground.

Icarus Aerospace is a Service-Disabled Veteran-Owned Small Business (SDVOSB) based in Pennsylvania. In the Summer of 2018, the company became the first UAS Company in North America to pass the rigorous International Association of Directors of Law Enforcement Standards & Training (IADLEST) National Certification Program™ standards. As a company led by those who not only wore the uniform as operators but served as Military & Public Safety instructors, Icarus Aerospace Inc. has been able to create an especially relevant UAS Public Safety-centric course focused on operator integration and knowledge. The company's unique comprehension of public safety operational knowledge how with aeronautical engineering understanding is what caught the attention of the Boeing executives who were looking for a partner in the public safety arena.

"The emergence of the S-100 with these capabilities in the Public Safety UAS sector is long overdue and shows a critical evolution many in the industry have been expecting," President and CEO of Icarus Aerospace, Joshua Brown, told Commercial UAV News.

Brown and Icarus Aerospace are honored to help their brothers and sisters of the Public Safety community. They have made a name for themselves within the Public Safety industry by pushing the limits of unmanned technology and training methodology. Their focus on UAS development has set them apart from others in the industry and earned them the title of Subject Matter Experts by multiple Public Safety organizations around the globe.

As unmanned systems have entered the Public Safety realm, most of the focus to date has been around small, low-cost systems. Major disasters and emergencies in recent years have demonstrated the limitations of these devices, and have shown them to be inadequate. It seems the rise of the large unmanned aircraft systems has arrived.

Icarus Aerospace, one of the most well respected Public Safety UAS firms in North America, coupled with the very capable Boeing S-100

UAS, will undoubtedly open up new doors for the industry that will make our streets and skies safer.



**About the Author:** *Juan Plaza received a degree in Geodesy and is a master in digital photogrammetry from Universidad Central de Venezuela and an MBA in international Finance from Florida International University. He has over 750*

*hours of experience in photogrammetry navigation and camera operation in aircraft as varied as WWII B-25, Cessna 310, Lear Jet 25C, and Piper Aztec. Juan holds a Commercial, Multi-engine Pilot certificate. Juan has been selling mapping UAV's in Latin America for four years and is a frequent guest speaker in events where the safety of flying UAV's and the fact that unmanned and manned aircraft inevitably will share the same airspace is a relevant topic. He is the CEO of Juan B Plaza Consulting, a services' firm specializing in UAV and general aviation issues.*

## **ROAD SAFETY AND EVO The Crossroads of Training**

*by: Skidcar System, Inc.*

Law enforcement is difficult, complicated work. Training should reflect that and honor our LEO's need to have up-to-date information to preserve their safety. Firearms have changed significantly over the years. You would not hand out new tech firearms and then train your officers to load a musket. It would be dangerous and irresponsible. Likewise, it is a disservice to train EVO in old analog Crown Vics and then assign any new vehicle equipped with Electronic Stability Control. The future of road safety and driver training lies in modern, evolving curriculum and tools which feature the best technological advancements that we have access to.

SKIDCAR SYSTEM, INC., combines nearly 30 years of cutting-edge driver training experience with the smartest curriculum and EVOC trainers anywhere. Motor vehicles change rapidly along with training technologies. The days of old screen-based simulators are now eclipsed by Virtual Reality. Data acquisition serves to save time and resources on the pad. Smart Light Systems teach drivers to think, not just respond. And the SKIDCAR allows exposure to vehicle

control technologies in a small space – critical driver training without the requirement of a huge, dedicated driving and/or wet pad for which so many agencies lack access or the budget to acquire.

We routinely evaluate and update our curriculum and have added to our inventory of worthy product technologies. The latest airplane crash news has brought new urgency and light to training road users in new technology. Educational experts and those connected to road safety have expressed that drivers have a more dangerous task than pilots, as fractions of seconds can determine outcomes. Driving vehicles with or without safety technologies in a semi-autonomous world requires a different kind of driver education. SKIDCAR SYSTEM, INC., maintains a dedication to offer modern, relevant training throughout fast-approaching changes in road user education needs.

When ABS gained widespread implementation, we added it to our courseware (those of you who were around EVOC when ABS first appeared remember the issues and attitude). In 2000, we changed our SKIDCAR to one with new traction control. 2007 brought our first SKIDCAR with ESC, and we presented the first ESC demonstration to the A.L.E.R.T conference that year. 2012 brought a national mandate for all light vehicles to be equipped with Electronic Stability Control. We presented the first ESC Workshop for EVOC Instructors in 2013 and continue to be sole source for this course. In 2016 we added SKIDBIKE and can safely expose motorcycle safety technologies to riders of all skill levels.

The 2019 International Driver & Rider Training Symposium, April 14-17, will focus on this new road map confronting the industry for all road users. Technology, in many ways, is causing complacency. Distraction is an escalating issue. Another is driver confidence in vehicles that are increasingly easy to drive too fast. Our presentations include V2V operation, Rethinking Speed (delivered by a State Trooper), and providing exemplary instruction for new vehicles. Attendees will also receive many hours of range time and hands-on technology demonstration. Virtual Reality Driving

Simulation will be featured with motion base or desktop options.

This event only happens every three years! To download a registration form visit <https://www.skidcar.com/symposium/>.

To receive information on any of the training tools mentioned above, email us directly at [info@skidcar.com](mailto:info@skidcar.com).

Don't miss out on better EVO for your department!

**SVRMC Virtual Reality Driving Simulator:** The next generation in driving simulation. VR Software with either a multi-axis motion base or desktop application gives the driver the most realistic experience available in today's marketplace. Continually updating software plans ensure that this simulator will remain cutting-edge for many years to come. Multiple cars as well as pickup trucks, and SUV imagery available. Ask about our Portable Law Enforcement System Package.



**SKIDCAR SYSTEM:** The only skid-avoidance tool on the market offering a completely adjustable coefficient of friction. The SKIDCAR is attached to a real vehicle and can, in a very short period, validate the cognitive and perceived realities gained either in the classroom or simulator. SKIDCAR™ has been the replacement for the old wet skid pans of the past and can expose your officers to the modern safety and electronic stability control technologies that all vehicles come standard with today.



**ATSS Light System:** This system provides situational realism to virtually any kind of training environment. Offering efficient exercises in accident avoidance, critical and maximum braking, and industry exclusive intersection clearing modes, the ATSS is fully portable, features easy to set modes, and requires no external power source or human attendance. The ATSS infuses a tremendous amount of personal decision making into what used to be just a lap around the track. It can be used on any course with or without a SKIDCAR.



**EXECUTIVE COMMITTEE  
MEETING MINUTES  
Saturday, October 6, 2018; and  
Sunday, October 7, 2018  
Orlando, Florida**

**CALL TO ORDER:** President Dan Zivkovich (MA) called the meeting to order at 3:10 PM Eastern Standard Time on Saturday, October 6, 2018.

**ROLL CALL:** The roll of attendees was called by Secretary Pederson (WI). There were nine Executive Committee members present:  
President Dan Zivkovich (MA)  
Second Vice-President Jami Cook (AR)  
Treasurer Brian Grisham (TN)  
Secretary Stephanie Pederson (WI)

Central Region Representative Joyce Nelson (MI) (via phone)  
Midwest Region Representative Chuck Gerhart (OK)  
Western Region Representative Mike Sherlock (NV)  
International Region Representative Gary Bullard (ICITAP)

Northeast Region Representative Mike Wood (NY) was represented by proxy. Dan Zivkovich (MA) represented Mike Wood at the meeting.

Committee members absent:  
First Vice-President Kim Vickers (TX)  
Immediate Past-President - Vacant  
Second Immediate Past-President - Vacant  
Southern Region Representative Rebekah Taylor (LA)

There was a quorum to conduct business.  
IADLEST Staff:  
Executive Director Mike Becar  
Director of Operations Yvonne Pfeifer

Guests (besides those listed below who are presenting): Jim Copple, Strategic Applications International; Christine Emerton, Ascend/Public Safety Group (PSG); Ronnie Carnahan, Virtual Academy; Leah Brown, Virtual Academy; Rob Chapman, US Department of Justice, Office of Community Oriented Policing Services (COPS Office); Heather DeMoss, Envisage Technologies; and Bob Griffiths, Alaska Police Standards.

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

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

- **Phil Keith, Director, US Department of Justice, Office of Community Oriented Policing Services (COPS Office):** Director Keith introduced Deputy Director Rob Chapman. He then reviewed some of the

programs the COPS office is working on and explained that all of their programs support the main initiative of the COPS office: to orchestrate a narrative change for law enforcement. The COPS office wants to recognize the incredible work that law enforcement does every day. He wants to make the public aware of the good things the men and women in law enforcement do in this country and encourages IADLEST to do the same.

Director Keith recently met with Executive Director Becar and discussed how the COPS office can get some of their training stakeholders to submit their curriculum to the National Certification Program (NCP). The COPS office can help pay the fees to get the programs into the NCP.

The Attorney General provided some input to the original version of the Collaborative Reform Initiative (CRI-TAC). It is now considered a training and technical assistance program for all state, local, and tribal law enforcement in the country. Director Keith encouraged everyone to go to the IACP website to see the collaborative reform initiative. He also wants everyone to tell their state, local, and tribal law enforcement to look at it.

- **Marco DeLeon, Enterprise Director, Praetorian Digital, PoliceOne:** Mr. DeLeon provided some background on PoliceOne and how they interact and support law enforcement (grant writing for vendors and agencies looking for help, providing continuing education training, and media outreach). PoliceOne is looking to expand their partnership with IADLEST and have agreed to submit all of their continuing education courses through the National Certification Program (NCP) to be certified by IADLEST.
- **Desiree Luongo, Assistant Director, Officer Safety, Wellness and Research, National Law Enforcement Officers Memorial Fund:** Ms. Luongo reviewed the line of duty officer deaths law enforcement has suffered so far in 2018:

As of October 6, 2018, 109 officers have died in the line of duty in 2018. These deaths are up 5% compared to last year at this time.

- 44 of the deaths were gun-fire related, which is up almost 20% from last year.
- 35 traffic-related fatalities (multi-vehicle crashes, single-vehicle crashes, or struck while outside vehicle).
- The rest of the deaths fell into the “other” category, which includes falls, officers who were stabbed, heart attack, stroke, or other job-related illness, etc., which is a 3% increase over last year.

The National Law Enforcement Officers Memorial Fund has taken a much more proactive stance over the last 3-4 years when it comes to officer safety and wellness. They started looking at preventable deaths – such as how officers drive, if they wear their seatbelts, if they are wearing their vests, how officers eat and sleep, etc. They are looking at what agencies and the law enforcement community can do to help prevent these deaths.

The National Law Enforcement Officers Memorial Fund works with NHTSA to do traffic-related research and make recommendations such as wear your seat belt, wear your vest, and drive for conditions. They also work with the Bureau of Justice Assistance (BJA) on a program called Destination Zero where they collect agency officer wellness and safety programs data from across the country. They put this information on their website as an open source for agencies to use to create or improve their own programs.

Finally, they work with the COPS office doing research and recording of violent officer deaths. They will be putting out two reports over the winter; one on ambushes, which will look more like a manual with statistics and recommendations and one on police-on-police shootings, which account for 2% of all names on the Memorial Wall.

- **Kim Brophy, General Manager, Public Safety Group, Ascend Learning:** Ms. Brophy provided a background on the Public Safety Group (PSG), which is part of Ascend Learning and a Division of James and Bartlett Learning. The PSG is proposing a plan to get consensus and create standardized law enforcement curriculum across the country. They would like to partner with IADLEST to help establish these standardized curricula.

Over the last 30 years, the PSG achieved consensus and developed educational curricula for the Fire Service and Emergency Medical Service (EMS) through the creation and use of steering committees, technical committees, advisory boards, etc. They would like to do the same thing for law enforcement.

The PSG supports public safety by developing and delivering curricula, creating test preparation materials for certification or licensure exams, and developing continuing education content to ensure that the providers they support have the most up-to-date information and training.

In their proposal to achieve a national standard, they hope that IADLEST can provide the Subject Matter Experts (SMEs) to help develop the standards and curriculum. In turn, IADLEST would share in a portion of the profits, as well as IADLEST members being offered discounts on the end products (texts, videos, etc.).

One area that PSG suggested they start working in partnership with IADLEST on is with the communications (dispatch) officer curriculum. Executive Director Becar stated that the area of communications or dispatch officers may be the place to start if IADLEST does partner with PSG. The PSG would evaluate state job task analyses (JTAs) and work to develop standardized national curricula for communications officers across the country using the SMEs and steering committees. Eventually, they would like to help create a model curriculum for law enforcement training as well.

The PSG suggested that the next steps would include becoming a corporate member of IADLEST. They would like to fund and participate on a standards advisory board and would like to ultimately move towards a memorandum of understanding that would outline how the PSG and IADLEST could work together.

The Executive Committee provided some feedback to Ms. Brophy about the plan and had some concerns they would like to think about and discuss more. The Executive Committee agreed to have a follow-up call with PSG, and PSG said they would put together an outline with a few proposals and more details in writing of what they can provide to help with further discussion on this matter.

- **Tim Hardiman, Associate Vice President of Outreach to Law Enforcement, American Military University (AMU):** Mr. Hardiman explained that he wanted to talk about the education side of law enforcement rather than the training side of law enforcement. The AMU is about to complete their first partnership with a community college that works in partnership with municipal police academies. The AMU is already a partner with IADLEST, but Mr. Hardiman needs help from POST Directors to determine which other community colleges have relationships with law enforcement academies and which ones would work with AMU to let recruits know that they can get a degree through AMU.
- **Ron Dionne, Department of Homeland Security, Federal Law Enforcement Training Center (FLETC):** Mr. Dionne stated that FLETC is headed in the direction of evidence-based curriculum and wants to focus on problems agencies are encountering with new technology being used in law enforcement. For example, the new stability control in new squad cars does not allow the squad cars to perform a pursuit intervention technique (PIT) on another vehicle like squad cars used to be able to do. FLETC did a study and was able to change the curriculum so that vehicles with stability

control can now PIT another vehicle. He asked the Executive Committee to provide him with new technology problems (such as the one mentioned above) so that FLETC can help solve and develop new trainings on those issues.

### **APPROVAL OF EXECUTIVE COMMITTEE MINUTES**

President Zivkovich asked for a motion to approve the Executive Committee Meeting Minutes from May 20, 2018 (Boston, MA). There was a **MOTION** by Brian Grisham (TN) and a **SECOND** by Mike Sherlock (NV) to approve the minutes. The **MOTION CARRIED**.

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

Executive Director Becar provided information on the following:

- **Partnership Meetings:** Executive Director Becar discussed the partnership between IADLEST and PoliceOne and Virtual Academy. Recently, Vistelar Corporation (an EMS, Fire, and Law Enforcement training company) partnered with IADLEST as a corporate member. PoliceOne and Virtual Academy will be submitting courses for approval through the National Certification Program (NCP).
- **The COPS office** has provided two grants to IADLEST and is also interested in paying for all of their vendors to submit their courses for NCP certification.
- **Meeting with Howard Buffet:** Howard Buffet was at the Central Region meeting. His foundation supports law enforcement. Executive Director Becar has been communicating with him about partnering with IADLEST. Jim Copple suggested that IADLEST could organize and develop a manual for the Law Enforcement Policing Action Lab (LEPAL) program (discussed later in this meeting) with the help of the Howard Buffet Foundation. One thing

Howard Buffet would like IADLEST to develop a national curriculum on Human Trafficking. Executive Director Becar has a meeting scheduled with the Howard Buffet Foundation on January 7<sup>th</sup> to discuss these ideas further.

- **Near Miss Meeting in Washington DC:** Executive Director Becar had a Law Enforcement *Near Miss Program* meeting with the Police Foundation in Washington, DC. The Police Foundation teamed up with the COPS office, but the COPS office is not happy with the program because it has not accomplished as much as they thought it would. They found that law enforcement officers do not want to talk about near miss situations because they feel that they would face criticism: they do not like to admit mistakes, etc.

The Police Foundation and COPS office are now working with six individual agencies to mandate the program. Training will then be developed from that feedback. Executive Director Becar asked the Foundation and COPS office for a copy of their training so that IADLEST could disseminate the training throughout the country. There are more meetings scheduled in the near future.

- **Meetings in Washington, DC:** Executive Director Becar met with the COPS office in September in Washington, DC. He met with Director Keith about the grants mentioned earlier, and Director Keith is excited about working with IADLEST.
- **Pam Cammarata:** Executive Director Becar met with the Deputy Director of the Bureau of Justice Assistance (BJA). There has been a lot of change within BJA, and Executive Director Becar felt that the meeting could have gone better. After the meeting, Executive Director Becar reached out to Pam Cammarata (retired Deputy Director of BJA) who has been a strong supporter of IADLEST for help. She is going to facilitate some meetings with not only BJA, but also FLETC to help reconnect those organizations and their new leadership with IADLEST.

- **501c3:** Executive Director Becar is working with Jim Cople to set up IADLEST as 501c3 (tax deductible) Corporation. IADLEST is currently a 501c6 Corporation (and not tax deductible). The 501c6 classifies IADLEST as a non-profit; but with the c6 status, companies will not donate towards the annual conference because they can only donate to c3 Corporations.
- **Corporate Office Space:** Executive Director Becar moved the IADLEST office into some corporate office space. A COPS office grant will pay for the office space for the next year. Executive Director Becar changed the address on the letterhead and on his emails, but he is not officially changing the mailing address until they decide if they will stay in this office space long term.
- **Membership Issue:** Recently, an individual joined IADLEST as a general member. He claimed to be a law enforcement officer in Puerto Rico and had previously been a law enforcement officer in Lakewood, Colorado. He is now a technical compliance advisor and attorney. Once he became a member, he wanted a copy of the booklet (standards) that IADLEST uses for accrediting law enforcement academies. IADLEST looked into his background more and found out he was an accreditations and standards litigation attorney.

Executive Director Becar wanted to know if the Executive Committee has any issues with letting him see the standards. IADLEST has provided these standards to others in the past. For example, the standards have been provided to academies to help build their curriculum. After some discussion, the Executive Committee felt they could provide the document to him without charging him because there is nothing secretive in this document.



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

Treasurer Brian Grisham (TN) provided the following information:

Assets: \$824,588.69  
Liability: \$328,073.09  
Total Equity: \$496,515.60

President Zivkovich asked for a motion to approve the Treasurer's Report. There was a **MOTION** by Gary Bullard (ICITAP) and a **SECOND** by Chuck Gerhart (OK) to approve the Treasurer's Report. The **MOTION CARRIED.**

### **CONFERENCE REPORT:**

Yvonne Pfeifer provided a summary of the 2018 Conference expenses:

Total Revenue: \$168,937  
Expense for Meals and Breaks: \$68,924  
Additional Expenses (AV, Entertainment, supplies, travel, etc.): \$75,695  
Balance: \$24,317

The 2019 conference will be in Milwaukee, Wisconsin, June 9-12.

The Pfister hotel is offering rooms at \$189+tax. There will be a separate lodging link for international attendees. There is also an overflow hotel (Hilton) with a free shuttle that runs between the two hotels.

The keynote speaker will be Lt. Brian Murphy. He is a former Wisconsin officer who was shot 15 times responding to an active shooter event at the Oak Creek Sikh Temple. His presentation will include what happened that day along with dash cam video of the event and pictures. He shares a message of survival and the importance of training as well as focusing on the importance of meeting people from cultures officers think are different, The discusses the event but also educates the audience on the Sikh community.

Calls for presentations opened at the end of August with a deadline of September 30 to submit an application. As of October 3, 2018, seventy-four presentations were

submitted. The conference committee will receive the applications soon so they can review the proposed presentations and choose the final presentations for the 2019 conference.

The tentative 2019 Budget: The expense for meals is always the biggest expense for the conference. For future conferences, we may have to do away with providing lunches due to the cost. To help offset the cost in the meantime, Yvonne suggested increasing the registration fee from \$400 to \$450 for members and from \$450 to \$500 for non-members for the early bird pricing. The vendor registration will stay the same.

The Executive Committee discussed other possible solutions. One would be to provide door prizes at the end of the conference and people have to be present to win. Another would be to end the conference at noon on Wednesday since so many people leave at mid-day on Wednesday and skip the lunch which would save some expenses.

Another idea that would save some time would be to group the regional attendees together for lunch, and they could do their regional roundtables over lunch. Each regional representative should get a mini-report from each state in their region before the conference to expedite the roundtables. The bylaws do say that the regions have to elect a regional representative so the regional representatives will need to get together at some point.

There will be a legal roundtable this year. There will be a welcome reception on Sunday night at the Pfister hotel only if it is sponsored. Monday, June 10, 2019, will be the main dinner event at the Harley Davidson Museum. Attendees will receive a free ticket to tour the museum. Transportation will be provided to and from the museum.

Stephanie added that the Milwaukee Police Department will provide an Honor Guard, and a band and 2-3 singers to sing the National Anthem at the opening ceremonies.

They asked for a donation, and the Wisconsin Department of Justice will cover the donation amount.

The 2020 Conference is tentatively set for Fort Worth, Texas.

## ADMINISTRATIVE REVIEW OF CURRENT BUSINESS ITEMS

- a. **National Certification Meeting Briefing (Dan Zivkovich):** The IADLEST National Certification Sub-Committee has been engaged in a dialogue with Envisage about changes to the NCP. The Executive Committee is concerned about the viability of the program and IADLEST's fiscal situation. The sub-committee pulled the current structure apart and had extensive conversations with Envisage.

After those discussions, Ari Vidali advised that Envisage will cap NCP costs as of August 1, 2018, to include all expenses up to that date. Secondly, Envisage provided a detailed list of costs. Ari Vidali has provided IADLEST with a memorandum of understanding that as of August 1, 2018, Envisage will no longer be charging IADLEST for further development costs (but that does not mean maintenance costs will not be appropriate).

Envisage capped the costs at \$583,000 and provided a spreadsheet which shows where that \$583,000 was spent. President Zivkovich wanted to note that the total cost for development, marketing, etc., was \$1.5 million. That means that Envisage is assuming responsibility for the rest of that \$1.5 million after the costs were capped at \$583,000. President Zivkovich and IADLEST would like to publicly thank Envisage and Ari Vidali for his dedication to the program and for working with IADLEST to change the structure of this program going forward.

The revised NCP program will be set up in two tiers.

One tier will remain in the same format we currently have. Vendors will pay the certification fee to submit their courses for review and NCP certification. The delivery and marketing platform for this tier will remain the same as it is now. This tier will include the fees for housing the course on First Forward and for the administrative fees. All the user fees under this tier will go to Envisage to pay off what is still owed to them for the work they have done through August 1, 2018.

The other tier will not have any requirements to post materials in First Forward. There will not be any administrative fees or certificate fees. The only fee will be for submitting the course for NCP certification. Once approved, courses will receive the NCP logo and will be posted in the NCP catalog. Instead of materials being posted on First Forward, the material will only be listed in the catalog along with a link to where course information can be found. Vendors under this tier will use their own Learning Management System (LMS) to deliver the course and will handle all their own administrative functions.

The proposal is for the fee structure to remain unchanged for vendors submitting courses for review and certification.

## NEW BUSINESS

- a. International Law Enforcement Educators and Trainers Association (ILEETA) Collaboration (Dan Zivkovich (MA))

President Zivkovich talked to the Executive Director of ILEETA (Harvey Hedden) who agrees that a partnership between ILEETA and IADLEST would be appropriate. ILEETA has their conference in the same place during the same week in March every year. President Zivkovich wonders if this could be a possibility for the IADLEST conference to get some leverage on expenses and to increase participation. He did not want to discuss it in detail at this meeting but said it may be something to discuss for

future conferences. There is also potential to explore ILEETA and IADLEST having a joint conference in the future.

- b. Posting of Integrity Bulletins on Website (Dan Zivkovich (MA))  
Roger Goldman forwarded information to some of the members of the Executive Committee on the posting of Integrity Bulletins. Arizona, Kansas, and Oregon post integrity bulletins on their websites on decertifications in their states. He asked if IADLEST would consider having those documents posted on the IADLEST website.

The committee discussed contacting states that post Integrity Bulletins on their websites. If they agreed, IADLEST would list those states on the IADLEST website with a link that would take people to the Integrity Bulletins posted on their state's websites. Executive Director Becar said he would work with the states that post these documents to make that happen.

- c. Law Enforcement Policing Action Lab (LEPAL) Proposal (Jim Copple)  
Jim Copple provided the Executive Committee members with a written proposal on the Law Enforcement Policing Action Lab (LEPAL). The LEPAL will be a learning laboratory that examines policies, strategies, and tactics to enhance policing in an environment of accelerated change. Operating in a research and laboratory environment, LEPAL will use a scientific approach to create and foster a culture of professionalism that will strengthen law enforcement's commitment to serve and protect.

Mr. Copple stated that LEPAL was listed in the authorization bill for the Department of Justice which provides a platform for acquiring appropriation funds. However, it is also being advanced as a public/private partnership with IADLEST. Whatever comes out of the research should be provided to enhance training.

Howard Buffet has agreed to meet to discuss LEPAL, and he wants to continue the

conversation of what LEPAL could accomplish. IADLEST could be the face of LEPAL committing to an evidence-based and researched-based approach to policing.

It is estimated that the initial start-up costs for this project would be \$2 million a year over a three-year period. Mr. Copple said they have a platform to gain federal funding. The Law Enforcement Police Caucus is interested; and this concept was taken to Bill Gates; and he said that if it is evidence- and researched-based, he would be interested. Mr. Copple asked the Executive Committee to look at the proposal and provide feedback, input, and suggestions on how to implement the LEPAL program.

- d. Vendor Advisory Board (Mike Becar) Executive Director Becar provided the Executive Committee with a handout on creating a Vendor Advisory Board. A vendor approached Executive Director Becar with this idea as a way to bring in income for IADLEST. The vendor suggested that a Vendor Advisory Board be created and vendors would be charged \$25,000 to sit on this board. This would give vendors a voice to the Executive Committee.

The concern with this is, if vendors paid the \$25,000 fee to sit on this board, it may take money away from sponsorships for the conference. Another problem would be that some vendors might be competitors with each other which could also lead to some issues.

After some discussions and some more thought, Executive Director Becar proposes that IADLEST invite IADLEST corporate partners to sit on Advisory Board to provide the Executive Committee with advice. They would meet at least two times a year - once with the Executive Committee. They would not have a vote on the Executive Committee but would vote among themselves for positions like the Advisory Board Chair. It was also suggested that they should not be called a "Board." Instead it will be called a partner advisory committee. The Executive

Committee agreed with Executive Director Becar's final proposal.

## COMMITTEE AND SPECIAL ASSIGNMENT REPORTS

- a. Personnel Committee (Dan Zivkovich (MA))  
Mike Wood is replacing Victor McCraw on the Personnel Committee.
- b. IMPACT Committee (Gary Bullard)  
Gary Bullard met with the Chair and Vice-Chair of the International Managers of Police Academies and College Training (IMPACT) committee. They wanted to know if IADLEST would like to nominate a person to sit on that committee. To be on the committee, you must also be an IACP member and IMPACT member. President Zivkovich volunteered to sit on that committee. The Executive Committee agreed.

**ADJOURNMENT:** Having no other business to conduct, President Zivkovich called for adjournment at 6:45 PM Eastern Standard Time. There was a **MOTION** by Jami Cook (AR) and a **SECOND** by Stephanie Pederson (WI) to adjourn. The **MOTION CARRIED**.

Next Executive Committee Meeting: February 9, 2019, in Washington, DC

IADLEST will not be organizing a block of rooms for the February meeting this year. Last February IADLEST had to pay for the rooms that were not used. Executive Director Becar will send out the hotel information once it is available.

## ADDENDUM TO OCTOBER 6, 2018, EXECUTIVE COMMITTEE MEETING NOTES

The Executive Committee reconvened on Sunday, October 7, 2018 prior to the IADLEST General Business meeting to conduct the following business. Kim Vickers (TX) was

present for this portion of the meeting, but Joyce Nelson (MI) was not.

**CALL TO ORDER:** President Dan Zivkovich (MA) called the meeting to order at 8:07 AM Eastern Standard Time on Sunday, October 7, 2018.

#### **ADDITIONS TO THE OCTOBER 6, 2018 EXECUTIVE COMMITTEE AGENDA**

- a. **Audit Report:** President Zivkovich stated that the December 31, 2017, Audit Report was accidentally left off the agenda for the October 6, 2018, Executive Committee meeting. He summarized the results: there were no negative findings on the report. The Audit Committee approved the audit report and recommended that the Executive Committee approve the report as well. Once approved, the audit report will be posted on the IADLEST website.

President Zivkovich asked for a motion to approve the Audit Report for the calendar year ending December 31, 2017. There was a **MOTION** by Dan Zivkovich (MA) and a **SECOND** by Kim Vickers (TX) to approve the Audit Report. The **MOTION CARRIED**.

- b. **Personnel Committee:** The Personnel Committee Chair, Kim Vickers (TX) could not attend the October 6, 2018, Executive Committee meeting but had an issue that the Executive Committee needed to vote on. IADLEST provides medical insurance for Yvonne Pfeifer as an IADLEST full-time employee. When the Executive Committee initially agreed to cover the medical insurance cost, they put a limit on the total cost IADLEST would cover. Since that time, insurance costs have surpassed the limit. The Personnel Committee is recommending a change in the policy to cover the increased insurance costs for Yvonne Pfeifer.

President Zivkovich asked for a motion to cover the additional cost for medical insurance for Yvonne Pfeifer as an IADLEST full-time employee. There was a

**MOTION** by Kim Vickers (TX) and a **SECOND** by Chuck Gerhart (OK) to cover the additional insurance cost. The **MOTION CARRIED**.

**ADJOURNMENT:** Having no other business to conduct, President Zivkovich called for adjournment at 8:12 AM Eastern Standard Time. There was a **MOTION** by Jami Cook (AR) and a **SECOND** by Kim Vickers (TX) to adjourn. The **MOTION CARRIED**.

#### **BUSINESS MEETING MINUTES Sunday, October 7, 2018 Orlando, FL 32821 (to be approved)**

**CALL TO ORDER:** President Dan Zivkovich (MA) called the meeting to order at 8:13 AM Eastern Standard Time on Sunday, October 7, 2018.

**ROLL CALL:** The roll of attendees was called by Secretary Pederson (WI). There were 13 POST agencies represented. There was not a quorum to conduct business. Due to the lack of a quorum, this was an informational meeting, and all motions will have to be voted on at the next IADLEST General Business Meeting.

**ADDITIONS TO AGENDA:** President Zivkovich (MA) asked if there were any additions to the agenda. President Zivkovich had two additions:

- Kim Vickers (TX) will provide an update under the Committee Reports section of the agenda.
- Marco DeLeon from Praetorian Digital/PoliceOne would like to address the group as a guest.

**INTRODUCTIONS OF GUESTS:** President Zivkovich (MA) introduced the following guests who gave presentations as summarized below:

– **Deborah Meader, US Department of Justice, Bureau of Justice Assistance**

Ms. Meader explained that she works in a new office under the Bureau of Justice Assistance (BJA) called the National Initiatives office. This past fiscal year they put out Fiscal Year 18 solicitations, and Ms. Meader wanted to explain who was selected for the training and technical assistance programs.

The first solicitation was under their Valor initiatives solicitation. They put out a solicitation for a law enforcement suicide prevention and awareness training and technical assistance program. In that program, they were looking for the development of training for law enforcement at all levels and all ranks, as well as a family component. That award was made to the Institute for Intergovernmental Research (IIR). It is a two-year program that started on October 1, 2018.

The second solicitation is under their National Officer Safety Initiatives solicitation. Under this solicitation, there were three awards given as follows:

The first award is for a national consortium on law enforcement suicide prevention. The consortium will put together a report for the Department of Justice (DOJ) on what is being done to address law enforcement suicide prevention around the country, and they will make recommendations of additional things that the DOJ can do to address law enforcement suicides. This award was given to the International Association of Chiefs of Police (IACP). This is also a two-year project starting October 1, 2018.

The second award is for a traffic safety training and technical assistance program. This project will take a look at all the data and research on what is killing officers regarding traffic-related incidents. This project will put together a training and technical assistance program based on the data and research they collect. This award

was given to the Police Foundation and is also a two-year project.

The third award was for the Supporting the Blue Campaign. This program is a public safety awareness campaign. The purpose of this campaign is to reach out to the community and show and educate them about the challenges that law enforcement faces and to begin to change the narrative about law enforcement in communities. This award was given to the National Sheriff's Association (NSA) and is an 18-month project.

The third solicitation was for the State and Local Anti-Terrorism Training (SLATT) Program and was also awarded to the IIR. BJA will fund that program for two years starting October 1, 2018. This program will be going through a complete overhaul throughout the next two years.

BJA's existing work consists of the Valor program which is under the bigger umbrella of the Valor initiative. The Valor program received supplemental funding to IIR to revamp that program as well. This work will continue for the next year.

Additionally, BJA is working with IACP on a resiliency program. They are reviewing and modifying the University of Pennsylvania's evidence-based curriculum on resilience for law enforcement. They will be piloting the new training in Norfolk, Virginia in December 2018.

They also have a Critical Incident Team/Training (CIT) project with Policy and Research Associates out of New York. They are doing a psychological-based piloting of BJA's CIT program at four locations. They are taking the training program out to see if the training that was created is resonating with law enforcement officers.

Finally, Ms. Meader discussed the assessment of the Valor program. BJA had the Police Foundation run the training at three different sites and gather feedback

from law enforcement officers on the program. BJA also asked the Police Foundation to put together a national survey on the Valor training. They sent out 1,000 – 1,500 surveys to law enforcement agencies and received about 650 responses back. The Police Foundation is now analyzing those responses.

– **Renee L. Wright, Outreach Team Manager, Columbia Southern University**

Ms. Wright wanted to thank IADLEST again for their partnership and reminded everyone of their mission to provide higher education for law enforcement officers through their online program. Ms. Wright stated that Columbia Southern University is excited to be a corporate member with IADLEST and also introduced two of her co-workers; Tony Atchley (Associate Director of Corporate Relations) and Chris Carden (Public Safety Account Manager) from Columbia Southern University.

– **Marco DeLeon, Enterprise Director, Praetorian Digital, PoliceOne**

Mr. DeLeon provided some background on PoliceOne and how they interact and support law enforcement (grant writing for vendors and agencies looking for help, providing continuing education training, and media outreach). PoliceOne is expanding their partnership with IADLEST and have agreed to submit all of their continuing education courses through the National Certification Program (NCP) to be certified by IADLEST.

– **Dr. Nassar, Board Member, Virtual Academy**

Dr. Nassar explained that Virtual Academy produces delivery mechanisms, but they need information and materials from each of the POSTs to create classes that can be delivered through those delivery mechanisms. He explained that Virtual Academy appreciates the partnership with IADLEST and looks forward to working with IADLEST in the future.

**APPROVAL OF GENERAL BUSINESS**

**MEETING MINUTES:** President Zivkovich (MA) stated that since there is not a quorum, approval of the General Business Meeting Minutes from May 22, 2018, (Boston, MA) as posted in the October 2018 Newsletter, will be tabled for a vote until the General Business meeting in Wisconsin in June 2019.

**EXECUTIVE DIRECTOR'S BRIEFING**

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

– **Changes in POST Directors:**

- Dennis Fortunato retired as the Wisconsin POST Director. A new director has not been hired as of this meeting.
- Jack Lane will be retiring from the Arizona POST at the end of October 2018. The new Director is Matthew Giordano.
- Keith Horikawa from the Honolulu Police Department recently changed positions, and the new POST Director is Major Craig Uehira. The Hawaii legislature passed legislation this past year to create a POST.
- Len DeClercq from the Wyoming POST will be retiring on November 2, 2018.
- Brad Johnson moved from a Deputy Chief position in Fairbanks, Alaska, to become the Idaho POST Director in September 2018.

– **Mariam Masha from Nigeria:** Ms. Masha worked with IADLEST when she worked under the Governor. Her job was to set up a police academy in Nigeria. Ms. Masha is now working with the Federal Government NE Nigeria, in the Boko Haram Terrorist Country. They have a number of issues in that area such as security issues, community policing, etc. She is now working on developing a training academy there. IADLEST may be asked to send a delegation over to Nigeria to help out. Ms. Masha is going to visit Oregon to tour their facilities and meet with the POST staff there.

- **BJA Grants:** A three-year grant for approximately \$1.5 million was given to IADLEST for Crime Analysis training, and a grant for almost \$2 million was awarded for Blue Courage for a five-year period. The Crime Analysis grant ended in September 2018, and the Blue Courage grant ends in December 2018. Executive Director Becar will work with the new administration in BJA to reestablish a relationship and secure future grants.

- **COPS Grants Awarded**  
A grant for \$129,000 was awarded to IADLEST by the COPS office to set up regional training hubs. The COPS office would like IADLEST to reach out to all the academy directors and identify regional academies that would facilitate COPS training, facilitate meetings for the COPS office, etc. Mark Damitio will manage this grant for IADLEST and work with the POSTs and academies on this project.

A grant for \$298,020 was awarded to IADLEST for a program called “Every Officer a Leader.” The purpose of this grant is to develop curriculum and train leadership within law enforcement. IADLEST is working with Dr. Mitch Javidi on this project.

- **NHTSA Grants:** The National Highway Traffic Safety Administration (NHTSA) created an umbrella agreement for \$2,229,596.98 for three years. This money is used to fund three to seven projects during that three-year period. The first project they gave IADLEST under the umbrella agreement was for Data-Driven Approaches to Crime and Traffic Safety (DDACTS) as a three-year project. The funding for this project out of the umbrella agreement is for \$1,048,526.07. IADLEST still has two ongoing projects for the National Law Enforcement Academy Resource Network (NLEARN) and Below 100 program under this agreement.

Under the umbrella agreement, IADLEST is also looking at revising the Vehicle Pursuit

Manual which is about fifteen years old. This manual needs to be updated with new information and potentially new techniques that work with the improved vehicle technology. Another project IADLEST may pursue is to develop a distance learning course for motorcycle safety enforcement.

- **TxDOT Grants:** The Texas Department of Transportation (TxDOT) provided IADLEST with a grant for \$419,835.27 to continue DDACTS training in Texas. They also provided a grant for \$139,848.77 for Large Truck and Bus training.
- **COPS Office 21<sup>st</sup> Century Report Grant**  
IADLEST finished the work under a grant from the COPS office on the President’s Task Force on 21<sup>st</sup> Century Policing. IADLEST collected data on how the report affected training at law enforcement academies around the country. IADLEST surveyed all the POSTs and paid for one POST representative to attend each regional meeting to discuss the changes made in their individual states. After the data was collected, IADLEST created a summary report outlining the results. The report is posted on the IADLEST website.

CBS News was interested in the results of the survey so IADLEST provided them with a copy of the report with the COPS office’s permission. CBS filmed a newscast segment on the results at the NYPD, facilitated by Jim Copple. Their newscast primarily focused on implicit bias and IADLEST was talked about a lot in the CBS broadcast.

**TREASURER’S REPORT:** Treasurer Brian Grisham (TN) provided the following information:

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President Zivkovich (MA) stated that since there is not a quorum, approval of the Treasurer’s Report will be tabled for a vote

until the General Business meeting in Wisconsin in June 2019.

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Total Revenue: \$168,937  
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- **Milwaukee Conference:** The 2019 conference will be in Milwaukee, Wisconsin, June 9-12. The Pfister Hotel is offering rooms at \$189+tax. There will be a separate lodging link for international attendees. There is also an overflow hotel (Hilton) with a free shuttle that runs between the two hotels.

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There will be a legal roundtable this year. The main dinner event at the Harley Davidson Museum will be on Monday, June 10, 2019. Attendees will receive a free ticket to tour the museum. Transportation will be provided to and from the museum.

The Executive Committee discussed changing the format of the conference a bit to increase attendance and shorten some of the meetings. For example, the attendees from each region may be grouped together to do their regional roundtables over lunch. Each state could provide a mini-report to the regional representative in their region before the conference to expedite the roundtables. A template will be sent out to the regional representatives before the conference next year. The bylaws do say that the regions have to elect a regional representative so the regional representatives will need to get together at some point.

Another thing that was suggested was to end the conference at noon on Wednesday since so many people leave mid-day on Wednesday and skip the lunch which would save some expenses. This would also allow people time on Wednesday afternoon to travel back home or sightsee so that they attend the rest of the conference knowing they have time to do these things Wednesday afternoon.

The 2020 Conference is tentatively set for Fort Worth, Texas.

The 2021 Conference will be in Raleigh, North Carolina

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

- **FLETC Offer** (Dan Zivkovich): President Dan Zivkovich summarized an offer by Ron Dionne from the Federal Law Enforcement Training Center (FLETC) that was discussed at the Executive Committee meeting on October 6, 2018. FLETC is headed in the direction of evidence-based curriculum and wants to focus on problems agencies are encountering with new technology being used in law enforcement.

For example, the new stability control in new squad cars does not allow the squad cars to perform a pursuit intervention technique (PIT) on another vehicle like

squad cars used to be able to do. FLETC did a study and was able to change the curriculum so that vehicles with stability control can now PIT another vehicle. Mr. Dionne asked for IADLEST to provide him with new technology problems (such as the one mentioned above) so that FLETC can help solve and develop new trainings on those issues. If any POSTs are encountering technology issues please provide those to President Zivkovich.

## NEW BUSINESS

- **Fund Development Meeting** (Dan Zivkovich and Jim Copple)

IADLEST is facing funding challenges by relying primarily on grant funding. Many grant sources are awaiting direction or funding under the new Presidential Administration which has led to a delay in grant funding for IADLEST. Jim Copple, from Strategic Applications International (SAI), chaired the Advocacy Committee to talk about opportunities and strategies for addressing the long-term funding for IADLEST.

IADLEST came away with some short-term and long-term goals out of that committee meeting. The committee also identified that partnerships will play a key role in future funding. The focus of these partnerships will be on looking for diverse public and private partnerships. If there are any organizations or foundations that POSTs feel will be a good fit with IADLEST, please work with them and IADLEST to create a partnership.

- **IMPACT Committee** (Gary Bullard)  
Gary Bullard met with the Chair and Vice-Chair of the International Managers of Police Academies and College Training (IMPACT) committee. They wanted to know if IADLEST would like to nominate a person to sit on that committee (it is a three year term). To be on the committee, you must also be an IACP member and IMPACT Section member.

There was some discussion about it being one person to fill the position for three years or if the IADLEST President (rotating) could fill the position (if that person met the other requirements). Gary Bullard will talk with the IMPACT committee more about the exact requirements for filling this position and then IADLEST can determine the best course of action for filling that position - for example, have the IADLEST President automatically fill the position or determine interest from the IADLEST membership.

## COMMITTEE AND SPECIAL ASSIGNMENTS AND REPORTS

- a. **International Association of Chiefs of Police (IACP) Education and Training Committee** (Kim Vickers [TX]): The Education and Training Committee elected a new Committee Chair, Dave Kurtz, and revamped the committee purpose. The National Director of Below 100 is also on this committee. Kim Vickers recommended to all the committee members to partner with IADLEST on future education and training projects.
- b. **National Certification Meeting Briefing** (Dan Zivkovich [MA]): The IADLEST National Certification Subcommittee has been engaged in a dialogue with Envisage about changes to the NCP. The Executive Committee is concerned about the viability of the program and IADLEST's fiscal situation. The sub-committee pulled the current structure apart and had extensive conversations with Envisage.

After those discussions, Ari Vidali advised that Envisage will cap NCP costs as of August 1, 2018, to include all expenses up to that date. Secondly, Envisage provided a summary of total costs and said he will provide a detailed list of costs. Ari Vidali has provided IADLEST with a memorandum of understanding that as of August 1, 2018,

Envisage will no longer be charging IADLEST for further development costs (but that does not mean maintenance costs will not be appropriate).

Envisage capped the costs at \$583,000 and provided a spreadsheet which shows where that \$583,000 was spent. President Zivkovich wanted to note that the total cost for development, marketing, etc., was \$1.5 million. That means that Envisage is assuming responsibility for the rest of that \$1.5 million after the costs were capped at \$583,000. President Zivkovich and IADLEST would like to publicly thank Envisage and Ari Vidali for his dedication to the program and for working with IADLEST to change the structure of this program going forward.

The revised NCP program will be set up in two tiers.

One tier will remain in the same format we currently have. Vendors will pay the certification fee to submit their courses for review and NCP certification. The delivery and marketing platform for this tier will remain the same as it is now. This tier will include the fees for housing the course on First Forward and for the certificate and administrative fees. All the user fees under this tier will go to Envisage to pay off what is still owed to them for the work they have done through August 1, 2018.

The other tier will not have any requirements to post materials in First Forward. There will not be any administrative fees or certificate fees: the only fee will be for submitting the course for NCP certification. Once approved, courses will receive the NCP logo and will be posted in the NCP catalog. Instead of materials being posted on First Forward, the material will only be listed in the catalog along with a link to where course information can be found. Vendors under this tier will use their own Learning

Management System (LMS) to deliver the course and will handle all their own administrative functions.

The proposal is for the fee structure to remain unchanged for vendors submitting courses for review and certification.

- c. **Hate Crimes Enforcement and Prevention Initiative (Dan Zivkovich [MA])** IADLEST was invited by the COPS office to participate in a meeting at the end of October 2018. President Dan Zivkovich will be representing IADLEST at that meeting.
- d. **IACP TAP Committee (Dan Zivkovich [MA])** President Zivkovich represents IADLEST on the IACP TAP Committee. After every meeting he generates a report and posts it on the IADLEST website. The SFST lesson plan has been overhauled and is posted on the website. President Zivkovich will send out the link to the website with the new materials.
- e. **LEPAL Proposal (Jim Copple)** Jim Copple proposed creating the Law Enforcement Policing Action Lab (LEPAL). The LEPAL will be a learning laboratory that examines policies, strategies and tactics to enhance policing in an environment of accelerated change. Operating in a research and laboratory environment, LEPAL will use a scientific approach to create and foster a culture of professionalism that will strengthen law enforcement's commitment to serve and protect.

The LEPAL proposal was listed in the authorization bill for the Department of Justice which provides a platform for acquiring appropriation funds. However it is also being advanced as a public/private partnership with IADLEST. Whatever comes out of the research should be provided to enhance training.

Howard Buffet has agreed to meet to discuss LEPAL and he wants to continue the conversation of what LEPAL could accomplish. IADLEST could be the face of LEPAL, committing to an evidence-based and researched-based approach to policing.

It is estimated that the initial start-up costs for this project would be \$2 million a year over a three-year period. The Law Enforcement Police Caucus is also interested. Additionally, this concept was taken to Bill Gates and he said that if it is evidence and researched based he would be interested.

f. **Sourcebook** (Mike Becar)

The Sourcebook is still a work in progress. It was released twice before, but each time POSTs encountered some issues when inputting information. After those corrections are made, IADLEST will have a few POSTs test the Sourcebook again before rolling it out to everyone.

g. **LEO Near Miss Strategic Meeting** (Mike Becar)

Executive Director Becar had a Law Enforcement Near Miss Program meeting with the Police Foundation in Washington DC. The Police Foundation teamed up with the COPS office, but the COPS office is not happy with the program because it has not accomplished as much as they thought the program would. They found that law enforcement officers do not want to talk about near miss situations because they feel they would face criticism and liability; they do not like to admit mistakes, etc.

The Police Foundation and COPS office are now working with six individual agencies to mandate the program. Training will then be developed from that feedback. Executive Director Becar asked the Foundation and COPS office

for a copy of their training so that IADLEST could disseminate the training throughout the country. There are more meetings scheduled in the near future.

h. **Northeast Region** (Michael Wood) (NY) (Dan Zivkovich (MA) – Proxy)

**Maine:** Maine has voted to make recreational and medicinal marijuana legal. Over the last year, Maine has been training officers on Advanced Roadside Impaired Driving Enforcement (ARIDE) and has doubled their Drug Recognition Experts (DREs) in the state to address any additional issues that arise from the legalization of recreational and medicinal marijuana.

**Delaware:** Delaware is currently going through a complete revision of their state regulations related to standards, training, hiring, and firearms. They are implementing a statewide canine training standard.

**Massachusetts:** The Massachusetts legislature passed a \$2 surcharge on all rental car contracts that will go into effect January 1, 2019. This surcharge is projected to create \$8-\$10 million a year that will go directly to the Massachusetts POST for law enforcement training. The unknown at this point is if this money will supplement the current general funding or replace it.

Massachusetts is conducting the second pilot of their new recruit curriculum. After a new job task analysis (JTA), the curriculum was designed from scratch (i.e. did not look at the old curriculum and started with a clean slate). Teaching now happens sequentially and almost half the curriculum consists of practical exercises.

**Maryland:** Maryland had no update.

**Pennsylvania:** Pennsylvania had no update.

**New York:** As of October 2016, New York changed their regulations regarding officer decertification. New York has now decertified over 300 peace/corrections officers since that change took place.

- i. **Central Region** (Joyce Nelson) (MI) (Stephanie Pederson (WI) – Proxy)

**Arkansas:** School safety is the big focus in Arkansas. The Governor created the Arkansas School Safety Commission. The Governor also announced his transformation plan which reduce the number of state level agencies down from 42 to 12-15 agencies. The Arkansas Commission will now fall under a Public Safety umbrella. This will not reduce their autonomy. They will also be getting an increase in funding for 911 training. The legislature may also require the Arkansas Commission to mandate jailer training in the near future.

**Illinois:** Illinois had no update.

**Indiana:** Indiana had no update.

**Kentucky:** The Department of Criminal Justice Training had a new Commissioner named May 1, 2018. William Alexander Payne, the former Deputy Commissioner of the Kentucky State Police, was appointed by Governor Bevin to fill the position left vacant by the resignation of Commissioner Mark Filburn. They are also building a new shoot-house at their academy.

**Michigan:** Michigan had no update.

**Minnesota:** Minnesota had no update.

**Ohio:** Drug Screening – July 1, 2016, the Ohio Peace Officer Training Commission (OPOTC) began requiring all peace officer basic trainees to pass a drug screen. The Health and Human Services/Substance Abuse and Mental

Health Services Administration (HHS/SAMHSA) five-panel screen was adopted by OPOTC for use. Recently, HHS/SAMHSA updated their drug screen panel to include Oxycodone and methylenedioxyamphetamine (a metabolite of Ecstasy or MDMA).

Continuing Professional Training (CPT) – For the second year, due to no funding, CPT will not be mandated for Ohio officers.

School Resource Officer (SRO) Certification – Effective November 2, 2018, all peace officers newly assigned as an SRO must complete Commission-approved training within one year. Trainings provided by the National and the Ohio SRO associations are being reviewed for approval, and Ohio is also developing their own course.

New School Safety Efforts – A new video series produced by the Ohio Police Officer Training Academy (OPOTA) called “Active Shooter Response: An Educator’s Guide,” provides guidance on how educators and law enforcement can work together to prepare for and react to a violent school incident, such as a school shooting. It includes videos about coded language, calling 911, and other topics.

The videos and companion guide are available at [www.OhioAttorneyGeneral.gov/SchoolSafety](http://www.OhioAttorneyGeneral.gov/SchoolSafety). The videos are designed to be accessed at a time that is convenient for the viewer and used as conversation starters as schools prepare for the new school year.

On-Line Learning – The number of classes that students are taking online is dramatically increasing. In 2016, OPOTA had more than 120,000 course completions on OPOTA as compared to more than 216,000 in 2017. Ohio currently has 112 different classes ranging from legal topics to Blue Courage. Statutorily mandated courses are also available online.

Real Life Training – OPOTA is consistently adding more and more scenario-based training to all of its courses. From firearms and subject control to de-escalation and investigations, OPOTA is adding scenarios and real-life situations to many course offerings. Through the utilization of technology, courses such as *Internal Investigation of Use of Force Incidents* and *De-escalation for Patrol Officers* now include scenarios the officers must complete. Firearms courses now integrate live fire and marking cartridges to allow the officers to put the techniques they learned on the range into practice in a training environment. OPOTA has also recently acquired a residence that will be utilized for crime scenes to allow officers the ability to process evidence in the same environment they will when they return to their agency.

Counter-Bias Training Simulator, grant study - Ohio has partnered with Washington State University – Spokane in a research grant to study the effectiveness of counter-bias training. Ohio could still use agencies to participate. The agencies must have an established body-worn camera program for their patrol officers. Ideally, the agency would have 100 or more patrol officers participate in the study.

**West Virginia:** West Virginia continues to have funding issues for their program. They were not going to be able to run their classes this fall; however, they did receive a one-time supplemental funding to run two courses. They anticipate funding to continue to be an issue into 2019. West Virginia's state certification program is moving from the Division of Justice and Community Services to the West Virginia State Police.

**Wisconsin:** Wisconsin's POST Director, Dennis Fortunato retired in August 2018. That position is currently

vacant and will probably remain vacant until after the November elections. Wisconsin also revamped all of their test questions for the law enforcement basic recruit academy. The Wisconsin Department of Justice (the Wisconsin POST falls under the Wisconsin DOJ), created an Office of School Safety and was tasked with issuing \$100 million dollars of grant funding over the next three years for K-12 schools to improve their school safety.

j. **South Region** (Rebekah Taylor) (LA)  
(Brian Grisham (TN) – Proxy)

The South Region had their regional meeting in the fall. That meeting focused on wrapping up the discussion on the President's Task Force on 21<sup>st</sup> Century Policing report. Unfortunately, Brian Grisham did not receive the regional report before this meeting so he can only speak on behalf of Tennessee.

**Tennessee:** Tennessee continues to experience unprecedented turnover. For example, the Memphis police department needs to hire 2,000 officers. They are training 110 recruits in each academy class but are having a hard time catching up to the demand for new officers. Tennessee is facing the same recruiting challenges as other states but is committed to not lowering the minimum standards.

The Tennessee legislature enacted a mandatory reporting requirement for officers who are arrested and sanctions against an agency if they fail to report it. School safety, like other states, is a focus in Tennessee. Officers are being trained to assess school safety. The outgoing Governor intends to leave money for each school to hire an SRO. That means that someone needs to train close to 1,817 SROs in the next year. That may mean that the Tennessee POST would be responsible – but those details are still being worked out.

k. **Midwest Region** (Chuck Gerhart) (OK)  
**Missouri:** Missouri is finally seeing their basic recruit numbers going up after a couple of years of lower numbers. They typically license around 1,000 new officers every year. In 2017, Missouri switched to an annual reporting period for continuing education (24 hours per year) and developed an online tracking system. Officers and departments can then access the electronic record through a secure website to ensure they have the training they need before the end of the year. 2018 is the first year that Missouri will rely on the tracking system to determine officer compliance.

**Nebraska:** Nebraska recently implemented new legislation that requires truth in termination reporting. Previously, an officer could resign before termination, and no additional information was required to be reported or shared with prospective employers. This legislation changes the duty to report the reasons why a person has left employment and depending on the reasons, may prevent them from gaining employment as a law enforcement officer.

The legislation also requires a certified officer seeking employment with another law enforcement agency to provide a release to former employers allowing them to disclose all personnel actions from the preceding 5-10 years. Again, the officer seeking employment cannot be hired until that information has been obtained from the previous law enforcement employers.

The whole intent was to try to keep bad officers from bouncing around from agency to agency as well as allowing agencies to share crucial employment information with potential new employers.

**Wyoming:** Wyoming POST is in the initial stages of the IADLEST POST

Accreditation self-assessment process. Len DeClercq is retiring November 2, 2018.

### **Wyoming Law Enforcement Academy**

**Update:** Director Dave Harris retired on April 6, 2018. Chuck Bayne was appointed the Interim Director on April 9, 2018, and appointed the official Director on July 13, 2018, after having served as the Deputy Director for ten years. Basic Training Manager, Brian Brooks, has been appointed as the new Deputy Director who will now be in charge of curriculum and instruction for all training provided by the academy.

The Wyoming POST is completing an organization structure adjustment to consolidate training functions. Effective July 1, 2018, the Wyoming legislature passed a penalty assessment statute allowing for the deferment of \$5 for every speeding citation issued under state statute to go to a law enforcement continuing education and training fund – managed by the academy. The focus and intent of the law is to provide financial relief to local agencies regarding advanced and continuing education opportunities.

Finally, in April 2018, Wyoming POST offices were relocated from Cheyenne to the academy campus in Douglas. Both Wyoming POST and the academy are now co-located within the same facility.

**Oklahoma:** The Oklahoma POST has seen an increase in the numbers of new officers going to the basic recruit academy. Effective November 1, 2018, the Council may review applications for off-site basic law enforcement training. The Council may annually approve two (2) institutions of Higher Education or Career Technologies to conduct the classroom portions of the basic academy training. Skills training will be conducted at the Ada Training Facility. This year the Oklahoma Legislature also modified the state's penalty assessment funding

reducing speeding fines for areas outside of municipal boundaries. This may have a negative impact on Oklahoma's funding source.

Oklahoma is writing a new Data Management System to replace their legacy Business Information Management System. The new system is scheduled for testing at the beginning of 2019.

**North Dakota:** The state academy is looking at teaching one week of the basic recruit academy online. North Dakota's POST Board is having the POST develop guidelines for law enforcement agencies to work with confidential informants with the sanction tied back to their peace officer license for violating those guidelines.

**New Mexico:** New Mexico had no update.

**Kansas:** The Kansas Commission on Peace Officers' Standards and Training (KS-CPOST) were successful in obtaining legislation in 2018 to make their new investigative files confidential. Their focus in 2019 is on developing several administrative regulations that will facilitate their regulatory processes in Kansas.

The Kansas Law Enforcement Training Center (KLETC) Director Ed Pavay retired in 2018. He has been replaced by a long time IADLEST member. Darin Beck is the new Executive Director for KLETC, and Ron Gould is now the Deputy Executive Director for KLETC.

**Texas:** School safety is also a big issue in Texas. The Texas POST oversees peace officers, jailers, and telecommunicators. The Texas POST has spent several months revising, and will continue revising, the curricula for all three areas taught at 110 academies around the state. The Texas legislature passed a bill that states that if a full-time peace officer works for a private security company for an additional job, they do not have to be registered as a

private security guard. An unintended consequence of this is that a private security company has seen a loophole in the legislation and is making steps towards the privatization of policing. The security company is being paid by a school district that in turn pays for the wages, benefits, equipment, etc., for full-time officers working as private security guards.

l. **West Region** (Mike Sherlock) (NV)

The Western Regional meeting will be on December 17 and 18, 2018, in Oregon. One common theme from the West region is difficulty in recruiting new officers. There were no individual state updates at this time.

m. **International Region:** (Gary Bullard) (DC)

This year the International Criminal Investigative Training Assistance Program (ICITAP) is sponsoring 104 ICITAP delegates at the IACP conference. Attendees represent 18 countries and include 54 senior foreign police leaders, 14 language interpreters, 13 ICITAP advisors (contractors), and 23 DOJ federal employees.

**ADJOURNMENT:** Having no other business to conduct, President Zivkovich called for adjournment at 11:25 AM Eastern Standard Time. No motion was made due to a lack of a quorum.

**Next Business Meeting:** June 11, 2019, in Milwaukee, Wisconsin.

