June 2021

Contents

Volume 1, Number 1

Page 2	Messages: President and Executive Director
Page 5	Important Role of Regional Representatives
Page 9	Presented Before Congressional Briefing
Page 10	Patrick Judge Announcement
Page 11	Life Membership
Page 12	Women Leaders of IADLEST
Page 18	Settlement DOJ v. PSP Fitness Testing
Page 21	Practical Strategies for Better Police Reports
Page 24	A Glimpse at a Notable Achievement
Page 28	IADLEST Partner Advisory Committee Profiles
Page 30	Staff Insight: Dan Setzer
Page 32	International Certified Instructors
Page 35	Kansas Law Enforcement Training Center
Page 39	Instructional Tips
Page 41	IADLEST Partner Highlighted
Page 42	IADLEST Western Region Meeting
Page 43	IADLEST Academy and P.O.S.T. Accreditation
Page 45	Academy Innovations
Page 46	Every Officer A Leader
Page 47	IADLEST 2020: Year In Review
Page 53	In The News: Utah Legislation
Page 54	A Piece Of History
Inside Back Cover	Author Guidelines

Front Cover Photo:

The 2019 Western Region Directors Meeting at Idaho Peace Officer Standards and Training, Meridian, Idaho.

In the photograph are Directors and their representatives (L-R): **Director Perry Johnson** (Montana POST); Tim Bunting, Greg Bannallack and Director Mike Sherlock (Nevada POST); Deputy Director Lisa Mulligan (Washington CJTC); Director Matt Giordano (Arizona POST); and Linsay Hale (Oregon DPSST). They were some of the 19 members from 12 states, FLETC, and IADLEST that attended the meeting.

This is an official publication of the International Association of Directors of Law Enforcement Standards and Training.

Copyright © 2021

International Association of Directors of Law Enforcement Standards and Training.

First Edition
All rights reserved.
No part of this magazine may be reproduced in any form or by any electronic or mechanical means, including information storage and retrieval systems, without permission in writing from IADLEST, except by a reviewer, who may quote brief passages.

Editor: William Flink
Contributing Editor: Pat Judge

Photographs: Under license of Adobe Stock or submitted by members of IADLEST.

September 2021

Contents

Volume 1, Number 2

Page 3	Message From The Executive Director
Page 4	SAFLEO Program
Page 5	In Our Memories: Leslie Van Beveren
Page 6	DDACTS 2.0 Webinar Series
Page 7	How IADLEST Surveys Benefit the Association By Mike Becar
Page 9	Cover Story: Increasing Our International Footprint
Page12	Standards and Training encourage "best practices" in training design and delivery By Peggy Schaefer
Page 15	We Need a Fresh Perspective on Police Reports By Jean Reynolds
Page 20	IADLEST Partner Advisory Committee Profiles
Page 25	Statement of Interest: DOJ and Colorado SROs
Page 30	Finding Funding for the Technology Your Police Agency Needs
Page 32	Women Leaders of IADLEST: Part II
Page 34	Regional Meetings
Page 35	The Difference Between Amateurs and Professionals Revisited
Page 39	Procedural Justice: A Guiding Principle for Police Use of Force Training
Page 45	IADLEST Certified Instructors
Page 48	IADLEST Use-of-Force Policy Certification
Page 49	Instructional Tips
Page 52	Developing Recruits With Critical Thinking Skills
Page 53	Every Officer A Leader
Page 55	IADLEST Membership

Cover Photo:

Courtesy of Adobe Stock, licensed.

The front cover represents the IADLEST looking through glasses at the world in search of new IADLEST members to broaden the association's reach in establishing best practice standards for law enforcement.

This is an official publication of the International Association of Directors of Law Enforcement Standards and Training.

Copyright © 2021

International Association of Directors of Law Enforcement Standards and Training.
Second Edition,
All rights reserved.

No part of this magazine may be reproduced in any form or by any electronic or mechanical means, including information storage and retrieval systems without permission in writing from the IADLEST, except by a reviewer, who may quote brief passages.

Library of Congress Cataloging IADLEST, September 2021.

Prepared by:

CJData Research & Training

Meridian, Idaho 83646

Editor: William Flink

Photographs: Under license of Adobe Stock or submitted by members of IADLEST

December 2021 Volume 1, Number 3



Standards & Training Director Magazine



ARTICLES

- Why and How to Perform a Law **Enforcement Training Audit** By Andrew Birozy
- 12 Cover Story: Using Virtual Reality **Effectively In Training** By Jennifer Lastra and David Cleverdon
- 30 What Language Can—and Can't Do For You By Jean Reynolds
- 44 Reconstructing the Flawed Non-**Lethal Force Training Model** By Sqt. Frank J. Beran
- 55 The ADAM Program and Risks to **Children Information for Trainers** By Trish McCall and Michael Breslin

UPCOMING TRAINING

- **2022 IADLEST Conference**
- 21 Blue to Gold Training

SPECIAL FEATURES

- **IPAC Partners**
- 16 INSIGHT: Interview with Dawn Reeby
- 25 Georgia Peace Officer **Standards & Training**
- 33 IADLEST Looks to the **Future to Establish National "Best Practices"** for Academy Training
- 35 The Frontline: Interview With Dawn Reeby
- **60** California's Little Hoover Commission
- **67** Instructional Tips

FREE WEB EVENTS

- 15 Instructional Design
- **40** IADLEST on the NDI
- 65-66 DDACTS 2.0
- **75** Pursuit Training
- **76** Crime Analysis

Cover Photo:

Courtesy of Adobe Stock, licensed.

The front cover represents the IADLEST looking through glasses at the world in search of new **IADLEST** members to broaden the association's reach in establishing best practice standards for law enforcement.

This is an official publication of the International Association of

Directors of Law Enforcement

Standards and Training. Copyright © 2021

International Association of Directors of Law Enforcement Standards and Training.

Second Edition,

All rights reserved.

No part of this magazine may be reproduced in any form or by any electronic or mechanical means, including information storage and retrieval systems without permission in writing from the IADLEST, except by a reviewer, who may quote brief passages.

Library of Congress Cataloging IADLEST, September 2021.

Prepared by:

CJData Research & Training

Meridian, Idaho 83646

Editor: William Flink

Photographs: Under license of Adobe Stock or submitted by members of IADLEST

March 2022

Volume 2, Number 1





Standards & Training Director Magazine



ARTICLES

24 Three Keys to Implementing and **Effective Early Intervention** System

By Acadis Staff

- **26** IADLEST Partner Advisory Panel By Dianne Beer-Maxwell
- 30 ADA Web Accessibility Guidance
- 33 An Experiential Approach to **Report Writing** By Jean Reynolds
- 38 Four Pillars of De-escalation for **Law Enforcement Agencies**

By Dan Grossi

UPCOMING TRAINING

- **10** Gold To Blue Training
- **36** 2022 IADLEST Conference

SPECIAL FEATURES

- 3 IADLEST 2021 Year In **Review: Highlights**
- 11 Dubai Police: General **Department of Training**
- **18** IADLEST and the Dubai **Police General Department of Training**
- **41** The Reason for Academy **Libraries**
- 43 Academy Innovations
- **46** Strategic Planning
- 50 Instructional Tips: A Few **Thoughts About Training Scenarios**
- 53 Sample Scenario Training **Policy**

FREE WEB EVENTS

- 29 Instructional Design
- **31-32** DDACTS 2.0
- 37 The ADDIE Course
- 60 Crime Analysis



Cover Photo:

Courtesy of Adobe Stock, licensed.

The front cover represents the ADLEST looking through glasses at the world in search of new **IADLEST** members to broaden the association's reach in establishing best practice standards for law enforcement.

This is an official publication of the International Association of

Directors of Law Enforcement

Standards and Training. Copyright © 2022

International Association of **Directors of Law Enforcement** Standards and Training.

Second Edition,

All rights reserved.

No part of this magazine may be reproduced in any form or by any electronic or mechanical means, including information storage and retrieval systems without permission in writing from the IADLEST, except by a reviewer, who may quote brief passages.

Library of Congress Cataloging IADLEST, September 2021.

Prepared by:

CJData Research & Training Meridian, Idaho 83646

Editor: William Flink

Photographs: Under license of Adobe Stock or submitted by members of IADLEST

June 2022

Volume 2, Number 2

2022 Annual Conference Highlights



Standards & Training Director Magazine



ARTICLES

- 8 False Confessions The Issues To Be Considered
 - By Joseph Buckley
- 32 Need for Trauma Recovery, Resilience, and Wellness Training in Academies

By Captain Dan Willis (Ret.)

42 From Officer To Author: How To Write Like A Professional

By Jean Reynolds

FREE WEB EVENTS

- 40-41 DDACTS 2.0
- 51 Instructional Design
- **59** Crime Analysis
- **65** Pursuit Training





SPECIAL FEATURES

- 3 Brian Grisham, IADLEST Deputy Director
- 5 Peggy Schaefer Retiring
- 16 Highlights of the 2022 IADLEST Conference
- 34 New IADLEST Staff
- 36 The Frontline: Interview with Val Lubans
- 44 Get Published with IADLEST
- 47 North Macedonia Police
 Training Center acquires
 Certificate for Academy
 Accreditation through
 IADLEST
- 48 Kosovo Academy is First to be Reaccredited — Received Award of Excellence
- 49 Idaho P.O.S.T. Receives
 IADLEST Academy
 Accreditation / Award
 of Excellence
- 52 What About Succession Planning? Part I
- 56 What About Succession Planning? Part II
- 62 Instructional Tips: A Total Look At Developing Use of Force Training

Cover Photo:

Courtesy of the North
Macedonia Police Training
Center.

The front cover photo acknowledges cadets of the North Macedonia Police Training Center on the day the cadets graduated and the Training Center received IADLEST Academy Accreditation.

This is an official publication of the International Association of Directors of Law Enforcement Standards and Training.

Copyright © 2022

International Association of Directors of Law Enforcement Standards and Training.

All rights reserved.

No part of this magazine may be reproduced in any form or by any electronic or mechanical means, including information storage and retrieval systems without permission in writing from the IADLEST, except by a reviewer, who may quote brief passages.

Library of Congress Cataloging IADLEST, June 2022.

Prepared by:



Research and Training, LLC
Meridian, Idaho 83646

Editor: William Flink

Photographs: Under license of Adobe Stock or submitted by members or contractors of IADLEST.

September 2022 Volume 2, Number 3





Standards & Training Director Magazine

ARTICLES

7 Clarifying Misrepresentations About **Law Enforcement Interrogation Techniques**

By Joseph P. Buckley

17 Competency—Increasing Utility **Through Model Expansion**

By Jeff Johnsgaard

22 The Real Secret to Good Writing

By Jean Reynolds

24 Applying the Adult Learning **Model to Academy Training**

By Michael Schlosser

31 Final Outcomes; Partnerships in **Community Policing: Regional** Training with a National Impact

> By Jeremy Kommel-Bernstein and Mark E. Damitio

37 Every Officer Is A Leader

By Billie Yrlas Coleman, Terry D. Anderson, Mitch Javidi, Anthony Normore, Michael N. Becar, and Mark E. Damitio



SPECIAL FEATURES

- 3 Kim Vickers Retires
- 4 Veteran Subject Matter **Expert Passes Away**
- 5 NDI: Researcher Needed
- **6** IADLEST Spotlights
- 13 IADLEST/LAPSEN Certified **Youth Instructor**
- 16 COPS: ARIDE Refresher
- 28 Call For Webinar **Sponsorships**
- 30 Employee Spotlight
- 33 NCP Program
- 36 Get Published with **IADLEST**
- **46 IADLEST IPAC Committee** Member—Dan Pohl
- 48 Best Management **Practices for Lead at Outdoor Shooting** Ranges

FREE WEB EVENTS

- 14 Instructor Webinar
- **15** BBM Podcast on National **Training Standards**
- 15 Pursuit Training
- **43** DDACTS 2.0
- **44** Instructor Development
- 54 Crime Analysis

Cover Design:

The front cover was designed and developed using licensed material from Adobe Stock.

This is an official publication of the International Association of **Directors of Law Enforcement** Standards and Training.

Copyright © 2022

International Association of **Directors of Law Enforcement** Standards and Training. Second Volume

All rights reserved.

No part of this magazine may be reproduced in any form or by any electronic or mechanical means, including information storage and retrieval systems without permission in writing from the IADLEST, except by a reviewer, who may quote brief passages.

Library of Congress Cataloging IADLEST, September 2022.

Prepared by:



Research and Training, LLC Meridian, Idaho 83646

Editor: William Flink

Photographs: Under license of Adobe Stock or submitted by members or contractors of IADLEST.

December 2022 Volume 2, Number 4



Standards & Training Director Magazine

ARTICLES

10 Building Leaders at Every Level: **Teaching Strategic Communication** with an Evidence Based Approach

By Colin May

26 Clarifying Misrepresentations About Law Enforcement Interrogation **Techniques: Part II**

By Joseph P. Buckley

40 Thinking Like A Writer

By Dr. Jean Reynolds

42 Misconceptions of Using the Adult Learning Model in Police **Academies**

> By Dr. Michael Schlosser Joseph Gallo, and **Tod Myers**

46 Research Based Teaching and **Learning Techniques**

By Dr. Matthew Loeslie

FREE WEB EVENTS

- 19 Creating Analytical Capacity
- 33 Problem Based Learning
- **49 Instructor Development**
- **64 DDACTS 2.0**
- 66 Crime Analysis

SPECIAL FEATURES

- 2 IADLEST Executive Board
- 4 Executive Director's Message
- **5** Additions to IADLEST Staff
- 6 Changing Roles With **IADLEST Staff**
- **6 The Goals and Objectives** of IADLEST
- 7 IADLEST Spotlights
- **8 Business Notes**
- 9 The IADLEST 2023 Sourcebook Project Is **Underway**
- 16 Dubai World Police **Summit**
- 22 Press Release: Human **Trafficking Curriculum**
- 24 In Memory of Thomas **Roy McDowell**
- 34 The Frontline: Interview With Dr. Nassar
- 37 IADLEST/LAPSEN Certified **Youth Instructor**
- 38 Get Published with **IADLEST**
- 59 IADLEST National and International Instructor Certifications

Cover Design:

The front cover was designed and developed using licensed material from Adobe Stock.

This is an official publication of the International Association of **Directors of Law Enforcement** Standards and Training.

Copyright © 2022

International Association of **Directors of Law Enforcement** Standards and Training. **Second Volume**

All rights reserved.

No part of this magazine may be reproduced in any form or by any electronic or mechanical means, including information storage and retrieval systems without permission in writing from the IADLEST, except by a reviewer, who may quote brief passages.

IADLEST, December 2022.

Prepared by:



Meridian, Idaho 83646

Editor: William Flink

Photographs: Under license of Adobe Stock or submitted by members or contractors of IADLEST.

Volume 3, Number 1



Standards & Training Director Magazine

ARTICLES

9 You're A Language Expert

By Jean Reynolds

24 Training To The Lowest **Common Denominator**

By Joseph T. Wolf

29 Clarifying Misrepresentations About Law Enforcement **Interrogation Techniques: Part III**

By Joseph P. Buckley

41 Uncovering the Tricks of the Trade: **Best Practices for Undercover Operations in Human Trafficking**

By Fernando Figueroa

49 Redesigning the Recruit Firearms **Training Program for Real World Performance**

By Michael Puckett

51 Investigative Interviews of **Vulnerable Persons**

By Robert Carlson

60 Could Law Enforcement Policies Be Worded More Respectfully?

By Lewis Eisen

65 Equine-Assisted Learning **Training is the New Scenario Training Program**

By Donna Marotta

73 Transforming Recruit Training: **Guidance for today from Experts** In the Field

By Community Policing Dispatch

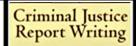
84 Instructional Tips: Developing **Legal Updates**

By William Flink











TRAINING

- 8 A Shift in Policing
- 22 Analytical Capacity
- 26 Upcoming 2023 Training
- 33 Multi-Part Online Analytical **Training Series**
- 38 Mass Attacks In Public Spaces: 2016-2020
- 56 Below 100
- 75 DDACTS 2.0 Webinar Series

BUSINESS

- **5 2023 IADLEST Conference**
- 11 You Are Known By Those You Associate With
- 12 Business Notes
- 13 Member Agency Notes
- 15 2022 IADLEST Year In Review
- 23 Upcoming Association Events
- 27 Colombia National Police Standards Center
- 28 Developing POST and
 Academy Staff Through
 Involvement with
 IADLEST
- **32 NDI National Decertification**Database
- 34 IADLEST Kicks Off
 Constitutional Policing
 Training Project

- 48 IADLEST Website & Social Media Dashboard
- **57 Advertise With IADLEST**
- 58 Standards Check: Citizenship
- 58 Quick Reference to Federal Firearms Laws Related to Peace Officer Certification/ Licensing
- 59 How Safe Are Your Training Records
- 64 Leading the Training Function
- 68 Embracing Internationalism
- 89 Get Published with IADLEST
- 90 Magazine Author Guidelines

Cover Design:

The front cover was designed and developed using licensed material from Adobe Stock.

This is an official publication of the International Association of Directors of Law Enforcement Standards and Training.

Copyright © 2023

International Association of Directors of Law Enforcement Standards and Training.

Third Volume

All rights reserved.

No part of this magazine may be reproduced in any form or by any electronic or mechanical means, including information storage and retrieval systems without permission in writing from the IADLEST, except by a reviewer, who may quote brief passages.

IADLEST, March 2023.

Prepared by:



Research and Training, LLC
Meridian, Idaho 83646

Editor: William Flink

Photographs: Under license of Adobe Stock or submitted by members or contractors of IADLEST.

PUBLICATIONS

- 10 Criminal Justice Report Writing
- 46 Secret Service Research on Mass Violence Data
- 64 How to Write Rules that
 People Want to Follow:
 A Guide to Drafting
 Respectful Policies and
 Directives
- **70 IADLEST Reciprocity Manual**
- 72 Domestic-Related Repeat Calls for Service

The views and opinions in the articles herein are not to be taken as the official expressions of the publisher unless so stated. The publisher does not warrant the factual accuracy of the articles herein nor any views or opinions offered by the authors of said articles. The International Association of Directors of Law Enforcement Standards and Training assumes no responsibility for the content and/or accuracy of submissions included herein.

September 2023 Volume 3, Number 3



Standards & Training Director Magazine

ARTICLES

9 Resources for Law Enforcement Health and **Wellness Programs**

By Steve Vincent

- 15 The Strategic Importance of Data to **Criminal Justice Standards & Training Agencies**
- 18 Rewards We Can All Mimic: California Peace Officer Standards and Training's Excellence **In Training Award**
- 23 How Good Writing Helps Your Readers

By Dr. Jean Reynolds

- 25 Training Lexicon
- 26 Cover Story: The Impact of Technology **Upon Criminal Justice Academy Training**
- 27 The Transformative Impact of CHATGPT on Police Training: Adapting Standards and Methodologies for the Future

By Johan W. Wessels

35 Artificial Intelligence and Law **Enforcement Training**

By Kerry Avery

- 41 The Advantages and Disadvantages of Using Artificial Intelligence (AI) in Academy **Training** By Bruce Bayley
- 46 Animation and Avatars
- 50 What's Your Policy on Using Artificial Intelligence

- 50 Peace Officer: Realizing the True **Purpose of Policing**
- 52 Allan Hancock College Law Enforcement **Training** By David Whitham
- **59 Training Supervisor**

By Robert Carlson

61 Decision Making Breathing

By Derrick Crews

64 Embracing Inclusion: The Intersection of Police and the LGBTQ+ Community

By Michael Schlosser

- 69 ADA—A DOJ Statement of Interest That **Trainers Should Know**
- 72 Instructional Tips: Liability and Ethics of **Instructors** By William Flink
- 79 Transfer of Training: The Ebbinghaus **Forgetting Curve**



Photograph Titled: Light It Up, courtesy of Mitchel Jackson, a recruit school instructor with the Little Rock PD, Arkansas. His IADLEST photo contest submission.

BUSINESS

- 3 Upcoming Meeting & Training 60 What is DDACTS
- **4 Magazine Contributors**
- 6 Message From the Executive Director
- 7 Commentary From Our **IADLEST President**
- 11 IADLEST Business Notes
- 13 Member Agency Notes
- **40 IADLEST Partner Advisory** Committee
- 51 Advance Your Standing **Among Your Peers with IADLEST**
- 58 Advertise With IADLEST

- 71 IADLEST Website & Social Media Dashboard
- 78 September 2023 Crossword Puzzle
- 91 Free Training: **NHTSA Webinars**
- 93 What Does IADLEST **Membership Provide You** With?
- 94 IADLEST Membership
- 95 Author Guidelines

Cover Design:

The front cover was designed and developed using licensed material from Adobe Stock.

This is an official publication of the International Association of **Directors of Law Enforcement** Standards and Training.

Copyright © 2023

International Association of **Directors of Law Enforcement** Standards and Training.

Third Volume

All rights reserved.

No part of this magazine may be reproduced in any form or by any electronic or mechanical means, including information storage and retrieval systems without permission in writing from the IADLEST, except by a reviewer, who may quote brief passages.

IADLEST, September 2023.

Prepared by:

IADLEST

Certified



Research and Training, LLC Meridian, Idaho 83646

Editor: William Flink

Photographs: Under license of Adobe Stock or submitted by members, IADLEST contractors, and other contributors.

Upcoming Meeting

IADLEST Executive Board Meeting October 15, 2023 **Horton Grand Hotel** San Diego, California (at the IACP Conference)

Upcoming IADLEST Training funded by Texas DOT

(IADLEST NCP Certified Training)

September 11 & 12: Data-Driven Decision Making for

Commanders, Supervisors, and

Analysts

September 13 Strategic Planning DDACTS Workshop:

Webster PD, Webster, Texas

September 18 &19 Two (2) Strategic Planning DDACTS

Workshops: Galveston PD, Galveston,

September 26 & 27 Large Truck & Bus Traffic Enforcement,

Angleton, Texas

The views and opinions in the articles herein are not to be taken as the official expressions of the publisher unless so stated. The publisher does not warrant the factual accuracy of the articles herein nor any views or opinions offered by the authors of said articles. The International Association of Directors of Law Enforcement Standards and Training assumes no responsibility or liability for the content and/or accuracy of submissions included herein.

December 2023

Volume 3. Number 4



Standards & Training Director Magazine

ARTICLES

- 6 In Memorial: Roger L. Goldman
- 14 Non-Compliance Indicators

By Derrick Crews

18 Supporting Veterans Who Come Into Contact with the Criminal Justice System: A **Forecast for Academy and Agency Training**

> By Olivia McLarnan & Dr. Agron Rosenthal

22 Unveiling the Art and Science of **De-Escalation Training in Law Enforcement**

By Dr. Michael Schlosser

- 28 Training Lexicon
- 30 Cover Story: Measuring the Effectiveness of **Academy Training**
- 43 A Look at Another Method to Evaluate **Training: A Brief Description of Association to Conduct Conjunctive Analysis**

By William Flink

49 Watch Out For These Two Simple Words: I and Me

By Dr. Jean Reynolds

- 53 Giving Sources Credit: Avoiding Plagiarism By Perry Harris
- 58 Dispelling Boyd's OODA Loop with the **Speed/Accuracy Trade-Off**

By Dr. Brett Bennett



By Peggy Schaefer

- 68 Another Federal Challenge: Funding Law **Enforcement Training**
- 72 Justice Department Awards \$75 Million for Active Shooter Training, to Combat **Trafficking of Illegal Drugs, and Law Enforcement Mental Health and** Wellness

TRAINING

- 4 IADLEST Training Funded by TxDOT
- 5 We Are Measuring the Wrong Things
- 12 Building Analytical Capacity Webinar Series
- 21 Instructional Development Webinars
- **51 Report Writing Videos**
- 56 TxDOT Large Truck and Bus Traffic



March 2024

Volume 4, Number 1



Standards & Training Director Magazine

ARTICLES

- 20 Why Does Good Communication Matter? By Dr. Jean Reynolds
- 22 What Are Officers Being Trained and How Will It Impact Agency Liability—The Need to Audit Training

By Jack Ryan

- 32 Training Lexicon
- 33 Overhauling the Training System of the Tunisian National Guard: The Road to **Building a Resilient Public Service-Oriented Policing Model**

By Lt. Col. Aicha Rakrouki

38 Improving the Quality of Training through **Targeted Instructor Development:** A Replicable Training Model from the Portland Police Bureau

> By Benjamin Steiner Ofc. Rehanna Kerridge Dr. Rebecca Rodriguez

46 The Efficacy of Online Training in a Basic Academy

> By Dianne Beer-Maxwell Jon Blum **Dr. Timothy Bonadies** Peggy Schaefer

49 Micro Learning

By Dr. Brett Bennett

58 Using Microsoft Copilot (AI) in **PowerPoint**

By Ellen Finkelstein

- 66 Guidelines for Virtual Learning in the **Law Enforcement Academy Classroom** By Gerald E. Mullen
- 70 Dual Roles: The Purposeful Choice **Between Presenting and Facilitating in Law Enforcement Training By Russ Norris**
- 73 Instructor Tips: Connecting With Law **Enforcement Learners in Classroom** Settings

By Phillip K. White

- 75 Building Financial Resilience By Judy Pollard
- 78 Essentials of Instructor Questioning to **Promote Effective Recruit Learning in** the Academy

By William Flink

- 82 DOJ Files Statement of Interest in ADA **Lawsuit Concerning Unnecessary Law Enforcement Responses to Mental Health Emergencies**
- 83 Active Shooter Drill Shows the **Difficulties of Response** By Jim McKay
- 85 Thoughts on Producing Virtual Learning
- 87 Connecticut Guidance: Conduct that **Undermines Public Confidence in Law Enforcement**