



Newsletter

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International Association of Directors of Law Enforcement Standards and Training

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

IADLEST's mission is to support the innovative development of professional standards in public safety through research, development, collaboration and sharing of information, to assist states and international partners with establishing effective and defensible standards for the employment and training of public safety personnel.

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, IADLEST extends its membership invitation to professionals in other democratic nations.

Newsletter articles should be emailed to the Editor at becky@iadlest.org You may also mail your articles to IADLEST; 152 S. Kestrel Place, Suite 102; Eagle, ID 83616-5137. Comments or concerns should be sent to yvonne@iadlest.org or via the mailing address. Contributors are encouraged to provide material that best promotes valid standards for the employment and training of law enforcement officers.

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 IADLEST.

POST DIRECTOR CHANGES



Kansas: Doug Schroeder was named Executive Director of the Kansas Commission on Peace Officers' Standards and Training in August. Doug had been the Chief of Police in Hesston, Kansas for the previous 20 years. Doug has a graduate degree from Fort Hays State University and is also an adjunct instructor in several Kansas college criminal justice programs. Doug is a graduate of the Northwestern University's School of Police Staff and Command (class #361) and is a past president of the Kansas Association of Chiefs of Police.

Doug has received various state and national awards including the Presidential Medal of Valor from President Donald Trump in 2018. Doug was presented with the Medal of Valor for his role in stopping an active shooter at Excel Industries on February 23, 2016. Before he intervened, Cedric Ford, an Excel employee had killed three people, wounded 14 others and was going after another employee when he was shot and killed.



Alaska: APSC Executive Director Joseph Gamache is a lifelong Alaskan, born and raised in Anchorage. He has worked across the entire state throughout his career. Formerly, he was a commander at the Ted Stevens Anchorage International Airport Police & Fire Department. He has nearly 27

years of police experience, including Alaska State Troopers, the North Slope Borough Police Department and for over 3 years, he worked undercover for the DEA on the drug task force.

Joseph is a graduate from the FBI National Academy in Quantico, Virginia. He is a Human Trafficking Awareness instructor and subject matter expert, an A.L.I.C.E. active shooter survival instructor, and an Officer Resiliency instructor. During his career at the airport, Executive Director Gamache was the department Training Officer, responsible for training the dual certified officers in both Police certifications and Aircraft Rescue Firefighting, as well as running the Field Training program. Some of his past duties included, lead firearms instructor and armorer covering pistols, rifles and shotguns, TASER instructor, Ice Rescue team member, Rescue Hovercraft Pilot and SWAT -Tactical Team member.

Executive Director Gamache is a Certified Member of the American Association of Airport Executives (C.M. AAEE). He is a member of the International Association

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IADLEST Magazine Publication

IADLEST has a new publication entitled: *Standards & Training Director Magazine*.

The publication is a free resource for all IADLEST members and to our law enforcement constituents.

In addition to news about the activities of IADLEST, the magazine contains articles of interest to all law enforcement professionals.

Standards & Training
DIRECTOR
Magazine

The magazine can be viewed at: <https://www.iadlest.org/news/magazine>

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of Chiefs of Police (IACP) and he holds a seat on the State Council for Interstate Adult and Juvenile Offender Supervision. Executive Director Gamache is an active member of the South-Central, Critical Incident Stress Management team and has travelled all over the state to assist law enforcement officers deal with the stress produced from critical incidents like officer involved shootings, serious injuries, major incidents, and line of duty deaths.



North Carolina: Jeffrey Smythe is the Director of Criminal Justice Standards and Training Division for the State of North Carolina. He has served in this capacity since August 2021. The Division performs regulatory work on behalf of the 34-member Criminal Justice Commission certifying training academies, instructors, correctional officers and police officers across the state and maintaining the highest ethical standards for all personnel.

Prior to his appointment by Attorney General Josh Stein, Director Smythe concluded a 35-year career in law enforcement which included serving as the Chief of Police for the Burlington (NC) Police Department for eight years and the Chief of Police for the Show Low (AZ) Police Department for five years. His additional police experience includes three years with the Arizona State University Police Department and 19 years with the Scottsdale (AZ) Police Department.

He has a Bachelor of Science degree in Justice Studies from Arizona State University and a Master's in Educational Leadership from Northern Arizona University. In 2007, he graduated from the Northwestern University School of Police Staff and Command (Session 242) and attended the FBI National Academy (Session 244) in 2011.

Highlights of his career include serving as a Commissioner for the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 2018, and in 2017, the Burlington Police Department was recognized by the National Law Enforcement Officer Memorial Fund's Destination Zero Award as the best agency in America for Comprehensive Officer Safety and Wellness.

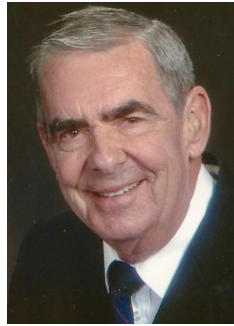
National Training Catalog



<https://www.firstforward.com/marketplace/searchgetall>

Memoriam

Loss of Valuable Patrons of Law Enforcement Standards & Training



Michigan: Les (Leslie) Van Beveren of Chicago, IL, Holland, Okemos and East Lansing, MI and Estero, FL, passed away in his home surrounded by close family on July 30, 2021. He was born in Chicago, IL to Marten and Ann (Horak) Van Beveren. Les is survived by his wife Carol of 68 years, daughters Lynn Heline, Teri Lee Dyke (John), and son Lee (Leslie, Jr) (Doreen), brother

Glen (Joyce) Van Beveren, sister Cherie (John) Stevens, deceased brothers Marten, Jr, Edward and Wayne Van Beveren and many loving grandchildren, great grandchildren, nieces and nephews. Les was a loving father, husband, grandfather and friend.

Les served four years in the Marine Corps during the Korean War as a radar specialist on an F7F Tomcat. He graduated from Hope College in Holland Michigan where he served on the Holland Police force, became the first juvenile officer and rose in rank to Chief of Police. Les also graduated from the FBI academy in Quantico, Virginia. Governor Milliken tasked Les to establish the first Michigan Police Training academies and established minimum competencies for graduating officers to be certified. As the Michigan POST Director, Les was a founding member of NASDLET and IADLEST and served both associations in many capacities from 1971-1988. In July 1988, Les was voted in as a Life Member of IADLEST.

The family spent happy times together raising horses, boating on lake Michigan and Bills Lake, traveling and spending memorable times together. Les and Carol retired to Florida and spent many wonderful years together traveling, golfing and spending time with family and friends. Les was a devoted member of Estero Methodist Church and enjoyed volunteering where needed.

A special thank you to CareLine Hospice specifically, Betsy, Sarah, Amanda and Chaplain Scott for their compassionate care and support during his final days. The family is being served by Gorsline Runciman Funeral Home of East Lansing. A Celebration of Life was held Tuesday, August 3, 2021 at 11 a.m. at Burcham Hills Retirement Community.

In lieu of flowers, donations may be made to the American Cancer Society, 129 Jefferson Ave., SE, Grand Rapids, MI 49503 or American Lung Association, 1475 E. 12 Mile Rd., Madison Heights, MI 48071.

Bo's Story: In This Family, No One Should Fight Alone

By: Erik Bourgerie, POST Director

Colorado Peace Officer Standards & Training Board

No one needs me to tell them how challenging the last year and a half have been. Between COVID-19, the protests targeting our noble profession, and new legislation, law enforcement has experienced an unprecedented series of challenges. This has not been easy on us as a profession, or as individuals. The stress added to each of us, on top of an already stressful profession, can be overwhelming. But know that we struggle together, as a Blue Family, and together we shall make it through this time of turmoil.

September is National Suicide Prevention Month. September 26th is Law Enforcement Suicide Prevention Day. Here at the Colorado Attorney General's Office and POST, we have been taking time to reflect. We are losing more of our Blue Family (active, former, and retired) to suicide than to any other cause. We can no longer just accept these losses. There remains a stubborn stigma within our profession that seeking out help will end a peace officer's career. That seeking out help will inevitably result in being passed over for advancement. That seeking out help means one can no longer be a peace officer. How do we overcome this cultural belief and let our peace officers know, in no uncertain terms, that when we say it is safe for them to seek help, we aren't just speaking hollow words? Law enforcement leaders can give no greater gift to our peace officers than to be honest, forthcoming, and transparent with the challenges we have met. Leading by example in this arena by publicly speaking about our own struggles, and seeking help for those struggles, sends the message loud and clear that one can struggle, seek help, and still be successful in this profession. If the chief, sheriff, marshal, or command staff can seek help without repercussion, then so can the line staff. There is no greater way to break the stigma and be positive examples than to lead by our own example. I'll start:

Many people who know me don't know that I have skull tattoos covering the right side of my body, each one representing an influential friend or family member that I have lost. Twenty-five in total, all telling a story, with three more to add. A number of these, I lost to suicide. The first skull represents my grandfather, who killed him-

self exactly one year to the day before I was born, with my birthday being the constant reminder to my family of his suicide. The second, my father, who completed suicide two weeks before my tenth birthday. A fellow Scout in my Troop. Another, a fellow deputy. A Probation Supervisor I worked closely with. These suicides greatly impacted me, and I can honestly say that not a day passes where I don't think of them. And I cannot possibly overstate their negative impact on my life, and mental health.

As friends have experienced surviving a loved one's suicide, I have tried to help them through the struggles that I have also endured. Each of them experiencing what I have come to think of as the "insidious contagion of suicidal ideation". The darkness enveloping them, drawing them in to suicidal ideation, depression, and despair. Suicide doesn't just impact the individual. The ripple of that particular stone cast in the pond of life is wide ranging and no one close is immune to the effects.

I have struggled and fought against this darkness, and its companion depression, for my entire life. Fighting against the draw of suicidal ideation has been a consistent struggle for me. And I admit to a variety of unhealthy coping mechanisms over the years. But I found the strength to seek the help that I deserved. I didn't believe that I was deserving of help for much of my lifetime, but finally realized that I was. I started off using EAP, but kept it a secret from my agency, out of fear of the adverse impacts it would have on my livelihood and my career. Later, as a division commander, I sought counseling again and decided not to hide it. Finding the strength to seek help was probably the best decision I ever made. And it is likely the only reason I can share my story today. Like many, or most, of you, I have always seen myself as a strong person. I have experienced innumerable challenges in my lifetime and didn't need anyone's help in confronting and overcoming them. Although afraid at times, I found the intestinal fortitude to put myself between danger and my community, just like the rest of you. Yet, I know I only had so much internal strength to fight this battle and that it would eventually wear out, leaving me to the same fate as my father and grandfather before me. There is honor in admitting that we can't always do it by ourselves and knowing when we need assistance.

We must all do better. We lose too many of our brothers

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and sisters to suicide. Agencies have a moral obligation to support their peace officers, especially when they struggle. What peace officers are expected to deal with daily would shock and horrify the members of our communities, yet, as a profession, we have historically told our peace officers the equivalent of “rub some dirt in it” and “walk it off.” I am here to say that is no longer acceptable. When you see a fellow peace officer struggling, do something. Don’t walk away and leave them to cope on their own. Talk to them. Confront them. Guide them towards resources. Report them to their chain of command if you must, but save their lives. If you need help, get it. If a buddy needs help, help them get it. No one in our family should have to fight this fight on their own.

It is ok to not be ok. But it’s not ok to not seek the help you need and deserve.

The International Association of Directors of Law Enforcement Standards and Training (IADLEST) Model Minimum Standards are available on the IADLEST website at:

<https://www.iadlest.org/our-services/model-standards>



IADLEST POST DIRECTOR SALARY SURVEY

We recently updated the POST Director Salary Survey and have posted the results at the weblink below. We also included the 2017 results as a comparison.



With the POST’s that responded in 2021, we found the following regarding POST Director salary’s:

- ◆ **Lowest salary: \$0.00** (the POST Director is an active police chief and is not compensated)
- ◆ **Average salary: \$111,223.32**
- ◆ **Highest salary: \$168,241.00**

If you are looking to send out a survey, please visit our survey’s posted on the IADLEST website to see if your question has been previously answered. Also, if you do send out a survey, please share the results.

For the complete listing of the POST Director Salaries and also previous surveys, please visit and log in to your IADLEST account: <https://www.iadlest.org/members/surveys>

Kosovo Academy of Public Safety Reaccreditation

The Kosovo Academy of Public Safety (KAPS) was host on Monday August 23rd and Tuesday August 24th, 2021 to IADLEST Accreditation Manager Mark Damitio and IADLEST Accreditation Committee Chair Kelly Alzaharna (Director of the New Mexico Law Enforcement Academy) as they completed their inspection of the academy for reaccreditation. The KAPS was originally accredited in 2018. The result of the inspection compared against the 54 standards of IADLEST Law Enforcement Academy Accreditation was that the KAPS has achieved considerable improvement in their operations and policies. The improvement exceeds the qualifications to warrant the distinction of the Award of Excellence. The KAPS becomes the first international academy and only the second worldwide to receive the award. IADLEST extends their appreciation to KAPS General Director Arton Berisha and his staff for their cooperation throughout the process.



Pictured Left to Right: Skender Agaj, External Relations official-ERD/KAPS; Fatime Salihu, Accreditation and ECTS Credit official-QAD/KAPS; Emin Uka, Head of Quality Assurance Division-KAPS; Captain Reshat Bugacku, Kosovo Police-Head of General Police Unit; Rrahim Rexha, Director of Department of Finance and General Services-KAPS; Ismail Smakiqi, Senior External Relations official (former KAPS General Director)-ERD/KAPS; Mark Damitio, Grants and Accreditation Manager-IADLEST; Kelly Alzaharna, Director of New Mexico Law Enforcement Academy (Chair of the IADLEST Accreditation Committee); Arton Berisha, General Director of the Kosovo Academy for Public Safety-KAPS; Colonel Agron Rukiqi, Director for General Trainings Kosovo Police; Kastriot Jashari, Director of the Department for Training and Educational Support-KAPS; Avni Istrefi, Head of External Relations Division-KAPS

IADLEST Academy Accreditation Program Update

Since the last update, there has been significant activity with the IADLEST Academy Accreditation Program. There has been one reaccreditation, one initial accreditation, and two new academies have begun the accreditation process.



Reaccreditation of the Kosovo Academy of Public Safety:

The Kosovo Academy of Public Safety (KAPS) was the first law enforcement academy accredited by IADLEST. The initial accreditation occurred in May of 2018. With a 3-

year accreditation cycle, the KAPS staff began the process in the Spring of 2020 to submit documentation supporting reaccreditation. Particular focus for the reaccreditation was placed on those areas from the 2018 accreditation report that contained specific recommendations for improvement.

The Kosovo Academy of Public Safety is the sole department that provides basic and in-service training for the Kosovo Police. It is a department of the Kosovo Ministry of Interior. The academy is led by General Director Artan Berisha. The Kosovo Police are a national police agency and there are no other policing agencies in the country. The KAPS administrative staff are exclusively civil service employees. The training staff is a combination of personnel that are selected and supplied by the Kosovo Police and civil service personnel that are employed by KAPS. The KAPS employees do not carry police powers. The Kosovo Police also supply supervisory personnel up to the rank of Captain to supervise the trainers. New trainers are required to successfully complete a five-week instructor's course.

The basic training program for regular Police Officers is a total of 8 months with 5 months of theoretic training at the Academy and 3 months of practical training at the Kosovo Police. On annual basis, the Academy trains approximately 200 cadets for basic police training and approximately 700 police officers for specialist (in-service) training.

By the end of March 2021, the KAPS had submitted sufficient documentation for the IADLEST staff to form the preliminary assessment that the academy would again gain accreditation. Due to circumstances related to travel re-

strictions in the COVID-19 pandemic and the operational needs of IADLEST to combine travel with the initial accreditation of the North Macedonia Police Training Center, the date for the on-site assessment of KAPS was set for August 23-24, 2021.

The team members selected for the on-site assessment were Mark Damitio, IADLEST Accreditation Manager and Kelly Alzaharna, Executive Director of the New Mexico Law Enforcement Academy, and the Chair of the IADLEST Accreditation Committee. The Assessment Team met at the offices of KAPS in the Steve Bennett Conference Center in Vushtrii on August 23, 2021 and was greeted by Accreditation Manager Emin Uka.

The assessment team briefed the Management staff on the plan for the inspection process and the inspection schedule. The inspection schedule was modified to accommodate the observation of relevant training activities. In progress at the Academy were three classes with approximately 60 cadets.

Day 1, Monday, August 23, 2021:

Meeting with the Director / Academy Inspection.

Meeting with the Director detailing the inspection process as well as the overall accreditation process.

Inspection of the files contained in the Academy.

Administrative Offices that supported the accreditation standards such as policies, procedures and general orders.

Inspection of classrooms and facilities at the Academy.

Staff and student interviews at the Academy.

Inspection of the vehicle operations area at the Academy and a demonstration of a vehicle operations and practical exercise.

Inspection of the physical fitness/training area at the Academy and a demonstration of a defensive tactics exercise.

Inspection of the firearms shooting simulator and the indoor firearms range at the Academy and a demonstration of a shooting simulator practical exercise.

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Day 2, Tuesday, August 24, 2021:

Vehicle Course Inspection / Academy Inspection.

Inspection of the outdoor firearms range and a demonstration of a shooting practical exercise.

Further inspection of the files contained in the Academy Administrative Offices that supported the accreditation standards such as policies, procedures, and general orders. Staff and student interviews at the KAPS Academy.

Inspection of classrooms, dormitories, cafeteria, and facilities at the Academy.

Meeting with the Director detailing the results of the inspection process as well as the overall accreditation assessment by the team.

The assessment team presented their observations and preliminary assessments to the Director as to the Academy's compliance with the IADLEST Academy Standards. The assessment team commended the Academy for achieving Best Practices scores for Standards 1.5, 3.0, 3.4, 4.1, 4.4, 5.6, 6.1, 7.2, 7.3, 7.4, 8.0, 9.0, 10.0, 10.2 and 10.3.1.

The assessment team recommended that the Kosovo Academy of Public Safety be awarded IADLEST Academy Accreditation. This recommendation was based upon:

The submission of documentation supporting the standards.

There were no standards that were scored as an automatic failure.

An on-site inspection of the headquarters and academy training facilities.

The total weighted score of 96.296% exceeds the 80% threshold.

The combination of the criteria above produced a score that exceeded the minimum qualifying score for accreditation.

The assessment team also recommended that the Kosovo Academy of Public Safety be awarded IADLEST Academy Accreditation Award of Excellence. This recommendation was based upon:

There were no Unacceptable ratings.

There was only one Marginal rating, and 3 are allowable.

The total weighted score of 96.296% exceeds the 92% threshold.

The Kosovo Academy of Public Safety becomes the first of our international academy partners to be awarded this prestigious honor.

Initial Accreditation of the Police Training Center of the Ministry of Interior of the Republic of North Macedonia.



The Republic of North Macedonia is a country in Southeast Europe. It gained independence in 1991 as one of the successor states of Yugoslavia. North Macedonia is a landlocked country bordering with Kosovo to the northwest, Serbia to the north, Bulgaria to the east, Greece to the south, and Albania to the west.

The Police Training Center (PTC) is a component of the of the Ministry of Interior of the Republic of North Macedonia. It has been in continuous operation since the nation was established, and the facility has been used as a police academy prior to then within the old nation of Yugoslavia since the late 1950s. The current system of police training has been since 1993, when the former "Police High School" became the Police Training Center. It is headquartered in Skopje, the country's largest city.

The primary focus of the Academy is the basic and in-service training of police officers for the Ministry of Interior, the only police force in the country. In addition, the PTC performs Management Training for decision makers within the police service and Regional Training about Organized Crime for police officers from South-Eastern Europe.

The basic training program for regular Police Officers is a

total of 12 months. On annual basis, the Academy trains approximately 600 cadets for basic police training and approximately 200 police officers for specialist (in-service) training.

The agency is led by an Assistant Minister that serves as the Director and chiefs for each section (Basic Training, Continuous & International Training, and Examination, Training Design & Evaluation). The Director is nominated and dismissed by the Minister of the Interior. All other agency employees are appointed through the country's civil service system. The authorized number of employees is 51, and there are 39 currently employed to include administration, trainers and support staff. The training staff do not carry police powers and are considered civilian employees within the civil service system. All regular staff are employees of the Academy, although some guest instructors are used for advanced, specialized and in service training if the necessary expertise does not exist within the staff.

The Academy is located in a complex located in the Municipality of Skopje. The academy campus is approximately 130,000 square meters or 32 acres. The academy provides meals through their own foodservice staff and the facility has an operational cafeteria.

The Academy provides housing for approximately 600 (maximum of 165 due to the COVID-19 protocols & restrictions) students in dormitories that hold between 1 (for Continuing Education students) and 6 students per room (for Basic Training students). The 6-person rooms are currently being restricted to a maximum of 2 students per room due to COVID-19 protocols. The campus is secured by fencing, and access is only gained through controlled points staffed with commissioned police officers from the Ministry of Interior. The campus has 21 classrooms, 2 sports halls (only one being operable) and a computer lab. There is an outdoor firearms range is located on the exterior perimeter of the campus.

The Academy staff began coordination of submissions of the documentation supporting the individual standards in the summer of 2020. Since the documentation was primarily written in the Macedonian language, translation to English was required. Translation was a cooperative effort between the staff and the US Department of Justice

International Criminal Investigative Training Assistance Program (ICITAP) for North Macedonia at their offices in Skopje.

By the end of June 2021, the KAPS had submitted sufficient documentation for the IADLEST staff to form the preliminary assessment that the academy would again gain accreditation. Due to circumstances related to travel restrictions in the COVID-19 pandemic and the operational needs of IADLEST to combine travel with the reaccreditation of the Kosovo Academy of Public Safety, the date for the on-site assessment of the PTC was set for August 25-27, 2021.

The team members selected for the on-site assessment were Mark Damitio, IADLEST Accreditation Manager, Kelly Alzaharna, Director of the New Mexico Law Enforcement Academy and Chair of the IADLEST Accreditation Committee and Dobri Kalajdjiski, ICITAP Offices of the US Embassy in North Macedonia. The assessment team arrived at the headquarters of the PTC on the morning of August 25, 2021. They were greeted by Assistant Minister Goce Bacanov.

The assessment team briefed the Assistant Minister and the staff on the plan for the inspection process and the inspection schedule. The inspection schedule was modified to accommodate the observation of relevant training activities. There were no classes currently in progress at the Academy. The next academy class had been scheduled to be in session during the inspection, but administrative priorities from the Ministry Interior had unfortunately postponed the arrival of the new students until August 30th, the week after the inspection. Consequently, the PTC and the Ministry of Interior arranged for a sampling of students from the previous class to be present at the PTC for a defensive tactics and firearms training demonstration and for interviews. Approximately 16 cadets were present for defensive tactics, and 22 for firearms.

Day 1, Wednesday, August 25, 2021:

Meeting with the Director / Academy staff and Academy Inspection.

Meeting with the Director and Academy staff detailing the inspection process as well as the overall accreditation process.

Defensive Tactics training demonstration.

Inspection of the files contained in the Academy Administrative Offices that supported the accreditation standards such as policies, procedures and general orders.

Inspection of classrooms and facilities at the Academy.

Staff and student interviews at the Academy.

Day 2, Thursday, August 26, 2021:

Firearms Course Inspection / Academy Inspection.

Further inspection of the files contained in the Academy Administrative Offices that supported the accreditation standards such as policies, procedures and general orders.

Inspection of the firearms training facility at the Academy and a demonstration of a firearms qualification course of fire.

Staff and student interviews.

Inspection of classrooms, dormitories, cafeteria, and facilities at the Academy.

Day 3, Friday, August 27, 2021:

Administrative Wrap-Up.

Further inspection of the files contained in the Academy Administrative Offices that supported the accreditation standards such as policies, procedures and general orders.

Meeting with the Director and academy staff detailing the results of the inspection process as well as the overall accreditation assessment by the team.

The assessment team presented their observations and preliminary assessments to the Director as to the Academy's compliance with the IADLEST Academy Standards. There was specific feedback given to the Director on the Unacceptable (Standards 4.4 and 11.0) and Marginal (Standards 1.4, 3.0, 3.3, 4.1, 6.0, 6.3, 9.0 and 12.0) ratings. Unacceptable and Marginal ratings were accompanied by a suggested corrective action plan for improvement for subsequent accreditations. To improve the scores, each of

these standards would require a change in current operations to accomplish. The assessment team commended the PTC for Best Practices scores for Standards 1.2, 1.5, 2.0, 3.2, 4.0, 4.3, 6.1, 7.1, 7.2, 7.3, 8.0, 8.1, 10.0, 10.3.3, 10.3.4 and 10.3.5.

The assessment team recommended that the Police Training Center of the Ministry of Interior of the Republic of North Macedonia be awarded IADLEST Academy Accreditation. This recommendation is based upon:

The submission of documentation supporting the standards.

There were no standards that were scored as an automatic failure.

The total weighted score of 84.6614% exceeds the 80% threshold.

An on-site inspection of the headquarters and academy training facilities.

The combination of the criteria above produced a score that exceeded the minimum qualifying score for accreditation.

New Academies in the Accreditation Process

The Idaho P.O.S.T. Law Enforcement Academy began their document submissions in late June 2021. Currently, the academy has submitted documentation supporting 39 of the 54 standards. The project is being led by Director Brad Johnson. The academy has a goal of the completion of submissions prior to the end of the calendar year.

The Police College of the United Arab Emirates (Abu Dhabi, UAE) submitted payment for the accreditation in August 2021. The Police College has been given permissions and passwords to begin document submissions. Their project is being led by Venkat Prithviraj Caralapati Dharaniraj.

If your Academy is interested in gaining accreditation, please see our information page at <https://www.iadlest.org/our-services/accreditation> or contact Mark Damitio at markdamitio@iadlest.org



IADLEST Law Enforcement Academy Accreditation Program

The purpose of the IADLEST Law Enforcement Academy Accreditation Program is to evaluate and improve the operational viability of academies by sharing and recommending industry best practices.

What the Program Can Do for YOU:

- Demonstrate adherence to national standards
- Add defensibility via an objective and thorough certification process
- Comply with statewide standards and practices
- Increase marketability due to validation of high-caliber training and practices
- Enhance issue identification techniques and implementation of best practices

Now You Have a Choice From the Association You Trust!

54 Standards Encompassing:

- Statutory and Regulatory Compliance
- Mutual Aid Agreements and Policies
- Operations
- Record-keeping
- Staff
- Training Development, Delivery and Assessment
- Students
- Information Technology
- Facilities
- Fiscal
- Equipment
- Recommendations for other best practices

COST:

***\$6,000**
3-year accreditation

**Plus travel expenses*

Learn more at www.IADLEST.org
International Association of Directors of Law Enforcement Standards and Training

"The Committed Catalyst for Law Enforcement Improvement"



The Daubert Decision “Today’s Nightmare Challenge to Expert Testimony”

By James T. Born,
CFEI, INCI, MIAAI, PI

Today, those of us that conduct investigations, and then present our professional opinions in courts of law, are faced with a new legal concern. It is called the “*Daubert Challenge*.” To most of us these words are puzzling and foreign. With that understanding, you might want to read this article and take some good notes. I am a Certified National Instructor and curriculum reviewer, with the International Association of Directors of Law Enforcement Standards and Training (IADLEST). IADLEST is the premiere resource that Peace Officer Standards and Training (POST) committees, in 50 states, and the U.S. Department of Justice, go to for certified law enforcement training, and for accreditation of their police academies. I have been an investigator for just over 53 years, collectively, having served as a city, county, and federal law enforcement officer, a licensed private investigator in two states, and as a Certified NAFI Fire and Explosion Investigator. Currently, I am a US Government NAICS 561611 “Investigative Services” Contractor and a Government NAICS 524291 “Fire Investigator.” This nightmare, as I call it in my title, started in 1993, in a case before the United States Supreme Court entitled **Daubert v. Merrell Pharmaceuticals, Incorporated 509 U.S. 579 (1993)**.

Since the handing down of this decision by the United States Supreme Court; it was originally litigated as a challenge to expert testimony in a pharmaceutical dispute. It has gone through countless referencing, litigation, and minute changes, that collectively and significantly, changed how we testify in all matters of opinions and conclusions that we may have, in whatever type of investigation we are testifying about. Gone are the days that you can stand before a judge and a jury, and freely give your opinion, as to what happened in the case you are about to present expert testimony about. Gone are the days that the courts automatically implied your ability to provide expert testimony, just because of having a law enforcement ranking or title. In today’s world you now need to prove your abilities before that testimony can happen. Today, we carry antacid tablets in our coat pockets, at least I do, praying before and during the trial that we do not hear an opposing attorney shout out the words “*Daubert Challenge*.” That is your nightmare. The Daubert Challenge may come at any time before trial and during trial. It may be presented in a separate motion, in a post-trial motion, as part of a summary judgment, as a Motion in Limine, or as an objection made at the time testimony is given. When you hear the words “*Daubert*

Challenge” your sphincter muscle will certainly feel challenged, and it will be time to pop an antacid. Those words spoken; “*Daubert Challenge*” have just burdened your day in court. Without much doubt at this point, you will be in trial longer than you anticipated.

So exactly what is a “*Daubert Challenge*”? It is a motion that seeks to exclude an expert’s testimony on the basis that the attorney believes it to be unreliable, or not relevant under Rule 702, of the Federal Rules of Evidence. It is a legal mechanism that opposing council can use to discredit the validity of your testimony, and have it excluded at trial. Such a challenge is generally a deciding factor in whether you win or lose your case. The Daubert Challenge is designed to challenge an expert’s qualifications and an expert’s methods. When the challenge is presented, the judge handling the case must, (**by-law**), then become “The Gatekeeper.” That judge, whether-or-not he or she is knowledgeable about the subject matter, will, most likely, in chambers, with a stenographer present, with the prosecutor present, and with the opposing councils present, ask you to present your qualifications; to encompass your training and experience, relative to what you are going to testify about. If there is acceptance on both sides that you have the training and experience, you will most likely be asked to provide proof to the court’s satisfaction before the trial can resume or begin. Having done so, you will be asked a series of required questions, among them; “how did-you reach your conclusions, what methodology was used, what expert testing did you employ, what is your rate in error in testing, were any controls in place, was the data properly interpreted” and other such questions? If you fail to be vetted by the Gatekeeper, you may still be allowed to testify as to what you did or observed, however, ***you will be prohibited from offering any opinions or conclusions, whatsoever***. Therein is that “reasonable doubt” that the opposing council wants the jury to have.

In its reality, the Daubert Challenge is a ploy that the opposing council will often use when they are worried about the strength of their defense. By offering up the challenge, it buys them more time. It allows them to be present, as in a sort of sneak preview, to hear, in advance of the trial, exactly what you intend to testify too. This also allows them to weigh in your qualifications against their own expert’s qualifications, and if necessary, bring in an expert that has more training and experience than you do. To make matters worse, many judges will put off the case for an extended period-of-time, while deciding if you can testify as an expert. That time is valuable, and often asked for by the opposing council because it is valuable in extending his or her own case preparation. If the opposing council feels that you are unqualified based on your methods and science relied upon, he can motion the court to restrict your testimony. Often this will result in settlement

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agreements. The Daubert Challenge is further favorable to the opposing attorney because it gives him/her an advanced preview of the sciences and methodology you used in finding your opinions and conclusions. The attorney is most likely mute or ignorant about what you know and about your profession, they are after all, in my opinion; like actors playing a part in a movie being watched by their client and the jury. The challenge gives them that edge to plan further for their rebuttal and cross examinations, closing arguments and substance for a mistrial or retrial.

Surviving these challenges is not difficult if you take some damage control steps in advance of going to trial. I recommend putting together a portfolio that has your full resume, copies of training certificates, and diplomas, for every course that you have taken. Supplement that with letters of recommendation and appreciation and commendation, awards, college transcripts, proof of military service (DD214) listing of trade and technical schools, and their course subject matter, and if possible, news articles or other documents that will support your training and experience. In advance of trial, supplement your case notes with when and where and by whom, you were trained or experienced, for each event that will require your testimony. You need to prepare yourself to support your training and experience about everything that you will be testifying to.

My suggestion to each of you is to train as often as you can, in your profession, and in any associated disciplines that may interact in some way with your profession. If for example, you are a police detective, and your case involves a wrongful death. Even though you have been investigating wrongful deaths for five years, you will still be asked for your proof of training in wrongful deaths. Absent that, the opposing attorney, and the court as well, may imply that you were not formally trained in wrongful deaths, that in all those five years of your conducting wrongful death investigations, that the possibility could exist that you may have repetitively investigated all or anyone of them, including this case before the court, improperly. With that in mind, you may possibly not be able to offer an opinion in your case.

To help overcome what is to come, keep your training records and always bring a current resume with you to trial. Be prepared. I maintain in my office separate binder's, labeled as to what subject matter they contain, i.e., "Fire & Explosion," "Traffic Collision Training," "Forensic Training," "Death Investigation," and so on. When I complete a course of study, I make a copy of the certificate or diploma and place it in the designated binder, and immediately update my resume with the course completion information. I box up all my training notes, syllabus' and supporting documents for that course. If I attend an in-person course, I ask the instructor for a copy

of the class sign-in sheet, as further proof of attendance. Each binder has proof of my experience and training in that discipline. When called to testify about that discipline, I take it to court as my backup. Remember the Gatekeeper will not take anything for granted, just because you said you were trained or experienced in a matter before the judge. Your occupation title also is not taken for granted. Many years ago, I testified as a "Forensic Expert." I was a Sheriff's Captain and Chief of the Detective Bureau. The courts back then looked at my title alone, or the mere testifying in a law enforcement officers uniform, as proof enough of my capability for what I was going to testify too, that it was sufficient evidence of my implied training and experience. That has all changed today.

Here is an example of what to expect if you identify yourself to the "Gatekeeper" as an "Instructor" in your profession, as I once had to go through. You will likely be asked to produce your personal proof of training and experience (Instructor Biography and supporting documents), Instructor Training, Course Lesson Plans, Course Bibliography, Course References, Instructors Guide, Curriculum, Course Handouts, Attendance Records, Pre-Tests, Final Examination Questions, Answer Sheets, Course Syllabus, Student Course Evaluations, Copy of the Certificate of Training, and class Sign-In-Sheets. One needs to keep in mind, that it is the opposing attorney who will hammer you for such information. He or she has a responsibility to their client to win their case. If it means making you appear to be less of an expert in your field; to that end, they will go to most any extremes necessary to accomplish that goal. Anticipating and being prepared is always a winning combination. When in court, and you hear the words "*Daubert Challenge*," say to yourself "**Remember they can't eat you**" (the significance of these words expressed in times of stress is another story for another time) then relax your mind, and overcome that which is about to come.

The author is not an attorney and presents only his understanding of this subject matter, given to you in good faith. Anyone seeking legal advice or needing any further clarification of this article are encouraged to seek the advice and council of a licensed attorney. Good luck in your career endeavors and consider passing this information onto your subordinates and those you mentor.



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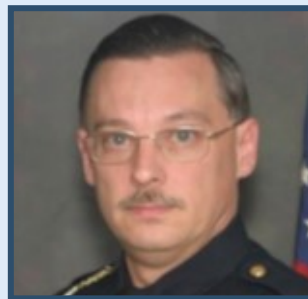
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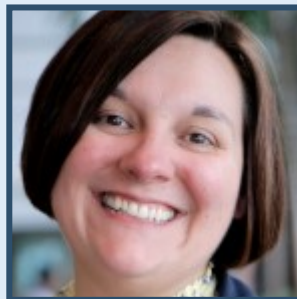
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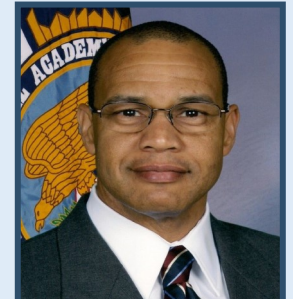
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DOD POST Commission Grants Accreditation to Three USAMPS Law Enforcement Training Courses, ACA Reaccredits Corrections Specialist Course for the Third Time

By Brian Hill, Fort Leonard Wood Public Affairs Office

FORT LEONARD WOOD, Mo. — The Department of Defense Peace Officer Standards and Training Commission, or POST, awarded accreditation status on May 27 to the U.S. Army Military Police School's 31A Basic Officer Leader Course (BOLC), 31B Military Police One Station Unit Training (MP OSUT) and U.S. Army Civilian Police Academy (USACPA).

The DOD POST Commission is the accrediting body for all federal law enforcement basic training courses in the DOD. In addition to the Army, defense and service agencies with DOD POST Commission accreditation include the Defense Health Agency, Defense Intelligence Agency, Defense Logistics Agency, National Geospatial Intelligence Agency, National Security Agency, Pentagon Force Protection Agency, along with the Air Force, Navy and Marine Corps.

Scott Cheek is Chief of the Office of Accreditation and Credentialing and Executive Secretary of the DOD POST Commission. He said having this accreditation means a course's core law enforcement curriculum is aligned to international standards and best practices. For graduates of these courses, it also means going between accredited agencies is easier. "Different agencies have different specific requirements, but the core curriculum is the same for all of those agencies," Cheek said.

Currently, 17 states also have reciprocity agreements with the Military Police Corps, Cheek added, meaning agreements to honor each other's training requirements have been reached. "And that number is growing," Cheek said. "Every state in the country is going to be interested in someone who's certified by standards such as this."

To achieve accreditation, agencies submit to an independent review of their academy, policies and programs to ensure compliance with DOD Instruction 5525.15, Law Enforcement Standards and Training in the Department of Defense. The reviewers look over the core curriculum, instructor qualifications, training development and delivery, and training management. Accreditation is a cyclical process occurring every three years, and each year, agencies must submit annual reports in preparation for reaccreditation, which is a new and independent review of the training course. "We look at everything like we looked at it the first time," Cheek said. "We look at all of the lesson plans, slideshow presentations, all of the training aids, instructor qualifications — we go through the whole list again and we make sure that everything is still at that standard."

It was an eight-year process for USAMPS to achieve DOD POST Commission accreditation, said Brigadier General Niave Knell, USAMPS commandant. She added that she's "incredibly proud" of the team's efforts, including pilot programs run by the 14th Military Police Brigade and the Basic Military Police Training Division; adaptations to the program of instruction by the USAMPS Director of Training, instructors and drill sergeants; and the accreditation team's coordination and determination. "Everyone at USAMPS believes our great MPs deserve recognition for the training completed here," she said. "They were willing to do the hard work to ensure that can happen. With over 39,000 Army law enforcement officers, USAMPS is leading the DOD in police reform and professionalism."

In addition to the accreditation of the 31A, 31B and USACPA courses, the 31E Corrections Specialist Course was reaccredited for the third time by the American Corrections Association Aug. 14, 2021. The course received maximum ratings when audited in June, Cheek said. During an awards ceremony, Cheek said USAMPS was told "by a very senior assessor" that they had "the best corrections academy in the nation."

About the three newly accredited courses

The 22-week MP 31A BOLC trains and educates officers to apply and sustain the core competencies of the MP Corps Regiment. Its mission is to provide the operational force with trained, combat-ready MP commissioned officers instilled with Army values and ethics, and exemplify the highest standards and practices of Army law enforcement.

The 400-hour 31B MP OSUT Course trains and educates Army enlisted MP Soldiers to perform specific technical and tactical skills necessary to successfully maintain law and order at Army installations, perform security and mobility support missions in forward-deployed environments, and to sustain the core competencies of the highest standards and practices of Army law enforcement.

The 10-week USACPA trains and educates Army civilian police officers to perform specific technical and tactical skills necessary to successfully maintain law and order at Army installations and to sustain the core competencies of the highest standards and practices of Army law enforcement.



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NDI Expansion Project

The International Association of Directors of Law Enforcement Standards and Training (IADLEST) is seeking information as outlined in this Request for Information, regarding a project to expand the National Decertification Index (NDI).

The purpose of this project is to modify and expand the functionality of the NDI pursuant to the requirements of a Presidential Executive Order.

IADLEST encourages information technology and management service providers, criminal justice community partners, and law enforcement professional organizations that possess experience, knowledge, skills, or abilities related to this RFI to submit a response in accordance with the submission requirements and deadlines detailed in this RFI.

[NDI Expansion Project: Request for Information](#)

On August 13, 2021 a virtual Q&A session regarding the RFI was held online. If you missed the live session, you can review the recording of that session here:

[Request for Information Q&A Session Recording](#)

New Study: Grip Strength and Shooting Performance

By: Von Kliem, Executive Editor, Force Science News

A new study led by Ph.D. student Andrew Brown examined the effects of grip strength and gender on shooting performance. Brown and fellow researchers sought to



verify independent studies showing that grip strength was directly related to a person's ability to manage aim, recoil, and trigger pull. These skills are widely recognized as some of the key components of superior shooting performance. This latest study was designed to replicate previous research

relative to grip strength, and to identify what range of strength might be required to achieve shooting test standards. The resulting data was used to examine the relationship between grip strength, gender, and shooting scores.

Shaking Hands

According to the researchers, a standard issue 9 mm pistol might have between 4lbs-6lbs of trigger pull weight. A double-action only pistol might be closer to 9lbs-12lbs. Still, trigger pull weight can depend on the type of gun, the hammer mechanism (e.g., single action vs. double action), and whether mechanical adjustments have been made. As a rule of thumb, the amount of pressure required to pull a trigger and fire a round ("trigger pull weight") is roughly equivalent to a firm handshake.

Researchers explained the influence of trigger pull weight: "Trigger pull weight appears to impact shooting performance as triggers that are too heavy [for the individual shooter] seem to activate additional muscles in the hand." They continued: "If the trigger pull of a firearm exceeds the force of a handshake, isolation of the index finger becomes difficult, causing the hand to engage in the use of additional muscles to complete the task of pulling the trigger. The overcompensation of unnecessary muscles, in turn, negatively affects shooting performance through involuntary hand movements." The questions remained, how much strength is needed to avoid these grip related issues and pass a standard police pistol course, and will an officer's gender predict negative shooting performance related to grip strength?

The Study

Researchers had 118 active police officers, ranging in age from 22-62, conduct a standardized police pistol qualification using a double-action only pistol with a trigger pull weight of between 8lbs-12lbs. Before attempt-

ing to qualify, the participants completed a demographic questionnaire to document their age, rank, gender, and years of police service. Researchers then measured and recorded the participants dominant hand maximum grip strength. After their grip strength was measured, participants performed the police pistol qualification with stationary targets between 10 and 82 feet. The results of the tests were analyzed and compared to the grip strength measurements and officer demographics.

The Results

Male officers in this study had, on average, higher qualification scores than the female officers. 21.9 % of the female officers in this study failed the qualification compared to 8.1% of the male officers. Researchers theorized that insufficient grip strength would negatively impact shooting performance, and that female officers would on average have lower grip strength than the male officers. Both theories were supported by the research results.

First, researchers determined that grip strength in the range of 80lbs and 125lbs was needed to score approximately 85% and 90% on the pistol qualification test. The average grip strength for the female officers in the study was 77.5lbs, while the average for the men was 121.5lbs. 78% of the females and 92% of the males passed the qualification test (22% and 8% failed respectively). Researchers observed that, for every pound below the average grip strength required to score between 85% and 90%, the odds of an officer failing the pistol qualification increased by 2%.

Discussion

Shooting performance is influenced by a variety of factors, and it appears that grip strength is certainly one of them. Andrew Brown provided the following observations: "In our study, higher rates of failure appeared to be correlated with lower grip strength." Brown continued: "Agencies should consider minimum grip requirements based on the issued duty pistol trigger weight. Although grip strength issues might disproportionately impact female officers, strength training may help to mitigate grip related deficiencies regardless of the officer's gender."

A recent article in Officer.com reported that NYPD is moving toward lighter trigger pull weights for their recruits. This move is consistent with Brown's recommendation that agencies "examine the adoption of pistols with lower trigger pull weights to mitigate grip strength related shooting issues."

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Dr. Bill Lewinski, executive director of the Force Science Institute, supports Brown's recommendations and was encouraged by the NYPD's move to lighter trigger pull weights: "We often hear that higher trigger pull weights provide increased decision-making time for officers. The research does not support that position." Dr. Lewinski explained: "Even the heavier triggers can be pulled as quickly as 6/100 to 8/100 of a second. If the decision to pull the trigger has already been made, the travel time of the trigger isn't going to result in sufficient time to change your mind and stop that action."

Dr. Lewinski addressed another concern that often accompanies lower trigger pull weights: "Agencies are always looking for ways to reduce the number of unintentional discharges, and trigger pull weights should always be a part of that discussion." Lewinski cautioned, "Researchers have observed officers unintentionally and non-consciously touch the trigger of their firearm while they were engaged in vigorous physical movements during a simulated high-threat robbery scenario. About 6% of those officers unintentionally applied sufficient pressure to pull a 12 lbs. trigger weight. But nearly 20% unintentionally applied enough pressure to fire a gun with a 5 lbs. trigger pull weight."

Dr. Lewinski reiterated what remains the most important consideration for avoiding unintended discharges, "Whether it is muscle co-activation, startle response, or routine weapon handling, keeping the finger outside of the trigger well unless you're ready to fire the weapon is critical regardless of the trigger pull-weight."

[EDITED ONLINE VERSION TO CLARIFY DIFFERENCE BETWEEN CASES WHERE TRIGGER PULL WAS INTENTIONAL] 31% of UD were striker fired weapons and well over half of those were the result of failing to clear the chamber prior to intentionally pulling the trigger prior to field stripping the weapon.]

The complete report, titled "Examining the impact of grip strength and officer gender on shooting performance" can be purchased [here](#).

Related Force Science News: [Can You Really Prevent Unintentional Discharges?](#)

Related Force Science Research: [Toward a Taxonomy of the Unintentional Discharge of Firearms in Law Enforcement.](#)

Andrew Brown is a Ph.D. student in Psychology at Carleton University, Ottawa, Ontario, Canada. He has a B.A. and M.A. in Psychology.

Andrew Brown was joined by fellow researchers and Ph.D. candidates Simon Baldwin and Brittany Blaskovits, as well as Dr. Craig Bennell, Ph.D. in Psychology.

See Heim, C., Schmidtbleicher, D., & Niebergall, E. (2006a). The risk of involuntary firearms discharge. *Human Factors*, 48(3), 413-421. doi: [10.1518/001872006778606813](https://doi.org/10.1518/001872006778606813)

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Does Community Policing Work?

By: John Shanks



Over the past several years, I have dedicated much of my professional life to looking at how to bridge the gap between law enforcement and the community, especially youth. I have traveled the country conducting listening sessions with youth; performing ride-a-longs with officers and deputies; spending countless hours interviewing command staff, academy staff, field training officers; and teaching classes in nearly twenty different communities. Yet, with all of this work, I still find myself asking, “Why are things not getting any better?” What is it going to take to move the needle and show success in police – community relations.

For decades, law enforcement agencies have been implementing Community Policing programs and strategies, spending millions of dollars in personnel and programming, and yet we still have large scale mistrust of the police. Each year, Congress allocates hundreds of millions of dollars to Community Oriented Policing Services (COPS) programming, and, yet, here we are watching news story after news story about public outrage over the way our law enforcement agencies provide police services. Why is that?

The concepts and principles of Community Policing are rock solid, but are they sustainable? More importantly, is Community Policing totally the responsibility of the police or does the community have, not only a role, but also a responsibility for its success?

Community policing programs work if they are funded and sustained. The benefit of the program typically last as long as the program itself. When the community moves on to other issues, the program, and its success will often end. Each year, we spend a great deal of money and resources on annual training. Often the amount of training is directed by the state commissioning agency and is mandatory if the officer is to keep their employment and certification as an officer.

But what about the community? Who is keeping the community current, providing recurring or annual engagement? Some agencies do a really great job at doing this,

but the overreaching problem in this statement is “*some agencies*” because not every agency has the resources to do community policing and do it well, especially over a long period of time.

What really works?

The best path forward seems to be a combination of Community Policing, Community Service and Procedural Justice. This is a lot to take on, for any agency, let alone any individual officer. But consider this: Policing is not a series of training events; it is not a one-time experience; it “IS” an all-in commitment and way of life that must be embraced to succeed.

Let’s keep doing community policing. It does a lot to build the basic relationship between police and the community. Officers walking in the community, talking with citizens, interacting with youth, stationed at store front offices so that they are available to the community are all great! Community policing works great, when everything works right – but what happens when it doesn’t? What happens when that 1% of society shows up and starts causing problems and the police have to... police? This is typically where the break down happens.

What can law enforcement do so that the community has a deeper understanding and respect for the officers in the community, and most importantly – trust? Over the past several years, we have focused on Procedural Justice. Procedural Justice picks up where community policing typically stops. It is not just a topic we learn about and try to practice, procedural justice is the way we *must* do policing, live our professional lives and be accountable to our community, and the community must be accountable to law enforcement.

Long before anyone heard the word Procedural Justice, Sir Robert Peel wrote “Principles of Law Enforcement” in 1829. What is so amazing about Peel’s writings is that the police and community seem to have had the same issues then, as we do now. Peel’s answer evolved around trust and respect. Peel’s principles include “The ability of the police to perform their duties is dependent upon public approval of police existence, actions, behavior and the ability of the police to secure and maintain public respect”. In today’s society when the public is calling to defund the police, increased oversight and transparency, does it make sense that the police have failed to maintain public respect?

Peel goes on to say: “The police must secure the willing

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cooperation of the public in voluntary observance of the law to be able to secure and maintain public respect”. The key here is the public’s “voluntary observance of the law”. Think of it this way, if the police and community come together with mutual respect, transparency and cooperation, the relationship strengthens and grows, resulting in stronger, safer, and healthier communities.

As defined by the DOJ COPS office the tenets of Procedural Justice are defined as 1) Being fair in processes 2) Being transparent in actions 3) Providing opportunity for voice, and 4) Being impartial in decision making. If these tenets were ingrained into every law enforcement trainee, the same way that marksmanship, self-defense, and driving are, think about the result it would have on the police – community relationships. Instead, these topics, if taught at all, are lucky to get a mention in most police academies.

There are ways to share the tenets of procedural justice with community members and community youth through community policing strategies already in place. but the best way is leading by example. Allow the public to see law enforcement use procedural justice and they are likely to follow.

Community Service: Most people have been impacted by some type of community service. Take a moment and think about this, how has community service affected you? The truth is, we have all been impacted by community service at some point in our lives. So, how does community service affect the law enforcement & community

If law enforcement officers are committed to serving their community, then community service should be second nature to the men and women in policing. Throughout years visiting with law enforcement professionals, I was pleased to find that many are involved in community service outside of their policing duties. I have met officers who are coaches (baseball, football, soccer, wrestling, tennis, archery, and Sunday school teachers, counselors, scout leaders, and many, many more). They do their community service without recognition or fanfare, they do it because it is a part of who they are and what drew them to policing to begin with – the desire to serve.

As agencies struggle with how to better interact with their communities, we are starting to realize that a once a year “National Night Out” or an occasional visit by McGruff the Crime Dog is not going to cut it. These are superficial at best and do very little to really build relationships, understanding, and transparency. What if community service was not the responsibility individual officers, but is em-

braced by each and every law enforcement agency?

Many police chiefs and sheriffs are reading this and saying, “Wait just one minute! We have no staff, no resources for this!” What if... by having a strong and robust community service commitment, thorough a holistic approach including Community Policing, Procedural Justice, and Community Service, would your agency be able to improve community relationships, reduce crime, decrease calls for service, create trust and respect that results in a two-way flow of information with the public, that helps to solve crime, increase transparency, trust and respect. Would it be worth it? I think you will agree, it likely would be.

In closing, policing is a call to serve. Most everyone serving in law enforcement joined to serve their community. Community service builds bridges, creates empathy, and allows people to give back. It allows individuals to connect and get to know one another, know other backgrounds, their history, and their future. Law enforcement officers who are actively engaged in community service already know this: It is time for law enforcement agencies to explore how they can embrace the power of community service and create safer, stronger, and healthier communities.

John Shanks is retired from the USAF, Law Enforcement and a former Texas Peace Officer and career law enforcement trainer. John is an IADLEST Nationally Certified Instructor. He is currently an independent contractor, curriculum developer and master instructor. He is also consulting with the Faith Fight Finish Foundation by Dak Prescott to create new and unique training opportunities for law enforcement and communities.



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- Within your training academy
- As a mental health crisis response skill-building and/or officer wellness event for agency personnel
- With your larger community, which could include your local National Alliance on Mental Illness (NAMI) chapter and/or other local behavioral health organizations

*This offer is made possible by the David and Lura Lovell Foundation
www.ernieandjoethefilm.com*

IADLEST Instructor Development Webinars

Since August 2020, IADLEST has been presenting a free webinar every month for law enforcement instructors to receive advanced information to hone their skills, improve their technique and enhance their delivery.

The page for the project is at
<https://www.iadlest.org/training/instructor-development>

IADLEST members and their stakeholders are encouraged to promote the webinars as a service to the criminal justice training community. In addition to the live webinars, the recordings of previous webinars are also available for reference.

Sponsor a Webinar!

The IADLEST webinar series offers several opportunities for SPONSORS to demonstrate their support for developing amazing law enforcement instructors and effective instructional designers.

As a law enforcement training leader, you know the positive impact that well developed instructors and training materials can have on officers and recruits, how they learn, how they apply what they learn, and how they engage with the community. Sponsoring one of the webinars is an ideal way for you to put your organization in front of a wide audience and to powerfully communicate your company's message before and after the event.

Sponsorship Benefits & Cost:

Sponsorship provides your organization the opportunity to market and discuss your products and services to a focused audience, as well as contributing to the important knowledge base of the law enforcement profession. Cost of sponsorship is \$1,000, and includes all of the following benefits:

Use of company logo, website address/link, and product/service information in the introduction and/or conclusion of the educational session.

Recognition at the beginning and end of the webinar – This may include a 1–2-minute message from the sponsor, video or presentation.

Recognition in all marketing material, social media etc.

Access to the webinar attendee registration list to include contact information.

Responsibilities:

IADLEST will provide:

Promotion of each webinar to its 400+ members via website, two email blasts and social media (Facebook, Twitter, LinkedIn).

Promotion of each webinar through its weekly National Law Enforcement Academy Resource Network (NLEARN) e-newsletter with a distribution to over 3,200 police instructors, academy personnel and patrol officers.

Promotion of each webinar on IADLEST contact list with distribution to over 4,600 law enforcement personnel.

Webinar hosting and platform

Registration link

On-line registration form

Registration capabilities and post-event participant reporting

Registration confirmation and reminder e-mail(s) to registrants

Post-event promotion

The sponsoring company will provide:

Promotion of the webinar through its various channels

Logo and graphic to be used in promotional materials

Post-event promotion

Teach in a Webinar!

The IADLEST staff are continually reaching out for new subjects for the webinars. If you have a best-practice topic that is looking for an appreciative and supportive audience, consider making a proposal to present your topic. Let law enforcement instructors and curriculum designers benefit from shared ideas while at the same time saving valuable training budgets.

For additional information, please see the Instructor Development project page at:

<https://www.iadlest.org/training/instructor-development>

or contact Mark Damitio at markdamitio@iadlest.org

DDACTS Funding Continues Into 2022!

By Peggy Schaefer, DDACTS Project Manager



We were recently notified that our DDACTS funding was continued into 2022! NHTSA approved our \$338,000 budget that includes the following deliverables:

- Eight (8) National Agency Strategic Planning Workshops
- Two (2) Evidence-Based Strategic Decision-Making workshops
- One (1) National Conference presentation
- One (1) Analytical Workshop
- Continued technical assistance

We are excited to continue training law enforcement agencies how to use a data-driven approach in deploying their resources. DDACTS 2.0 emphasizes *engagement* versus enforcement, with a focus on community partnering and collaboration. In our ten year tenure with the DDACTS model, IADLEST has trained over 870 agencies how to use their data to reduce crashes and crime.

If your academy is interested in hosting these no-cost workshops, please contact peggyschaefer@iadlest.org



NCP Rubric Standards Section F, Standard 4

The Value of Pre-Testing

By Peggy Schaefer, NCP Program Director

Training providers and curriculum designers occasionally ask for clarity on our NCP rubric standards. This short article covers Section F, Standard 4:

A Pre-test is included.

Here are the primary questions I receive:

1. What is the value of designing and using a pre-test in my training program?

According to Paul Kuehn, pre-testing helps the student identify the essential concepts covered during the training course. Starting the course with a testing instrument will “plant content seeds” that will stay with the students throughout the experience.

Moreover:

- a. The pre-test can identify stronger and weaker students. After recording your test scores, you can see who may struggle with your content and those who already have a solid knowledge base.
- b. The pre-test can alert the instructor to concepts that most of the students already know. This, in turn, can help streamline course content. As a result, instructors can save time in class, not teaching information that the students already possess. In addition, if most of the students miss specific questions,

you can be assured which objectives and content need more time during your training.

- c. When comparing the pre-test scores with the post-test scores, the instructor can determine what students learned during the course. If you want to show that students acquire knowledge or improve their skills, you must test before and after. For example, if your average pre-test score was 35% and your average post-test score is 85%, you can indeed say that learning occurred.

2. How many questions should the pre-test be?

The answer to this question varies, but do not spend an excessive amount of time on distributing your pre-test. You can start the pre-test process as the students enter your classroom to minimize the time it will take once class begins. The suggested number of test items is between 10 and 15 questions that will measure direct course content. The students should not be able to “guess” the correct answer or technically know the answer since they will learn it during your class. Amy Wang reminds us of the time it takes to administer a test:

- 30 seconds per true-false item
- 60 seconds per multiple-choice item
- 120 seconds per short-answer item
- 10-15 minutes per essay question
- 5 to 10 minutes to review the work

The essential element for the pre-test is that the same

(Continued on page 25)

questions need to also be on the post-test to compare if learning occurs. For example, many training providers have a 15 question pre-test with a 25 – 35 question post-test.

3. How should we record our results?

Instructors should create a scoring rubric, easily completed using Excel that captures each test question and automatically conducts an item analysis so you can see the number of students who got a pre-test question right or wrong. Then, you can record your post-test questions using the same form to determine the learning increase. Finally, grade your pre-test as soon as possible to use the information about what your students know and don't know during your current course. Please get in touch with peggyschaefer@iadlest.org if you want a sample scoring template with created formulas.

There is tremendous value in using a pre-test in your instructional design, which is why IADLEST has adopted this standard as a “best practice.” The only way to determine if learning occurs from your training experience is to test before you start. So give it a try, and let me know how it works for you!

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IADLEST Membership

IADLEST offers its members an opportunity to meet with other training and standards managers to exchange ideas, seek advice, and to compare progress. Members receive the products of IADLEST projects, national policy input, and innovations in criminal justice standards and training.

What Does IADLEST Membership Provide You With?

- **Network of Peers:** Exchange ideas and experiences regarding standards, certifications, and course development with fellow IADLEST members who face the same challenges you face.
- **Professional Development:** Participate in our national training conference, access our professional development library, and find the information you need to succeed.
- **Voice in Legislation:** Find strength in numbers by providing input on national policies affecting law enforcement standards and training.
- **News:** Receive the Quarterly Member Newsletter that shares ideas and innovations with you from national law enforcement standards and training leaders, saving you time from reinventing the wheel.
- **NLEARN:** Access our national network linking all U.S. law enforcement training entities including training news and features, assessment and testing strategies, and a forum for inter-Academy query and discussion.
- **Job Postings:** Utilize IADLEST’s online ads to reach the best employees and employers in your profession.
- **National Decertification Database:** Access this clearinghouse for persons decertified as law enforcement officers for cause.
- **Online Resources:** Access the knowledge you need, when you need it, at IADLEST.org, your number one resource for staying current on national training issues through our national training calendar, discussion boards, and national curriculum library.

For more information, visit <https://www.iadlest.org/members/about-membership>

IADLEST'S NATIONALLY CERTIFIED INSTRUCTOR UPDATE

*By: William Flink, IADLEST
Program Manager*

As we enter the fourth quarter of 2021, it is our pleasure to inform you about some of the individuals who have recently qualified as IADLEST Nationally Certified Instructors. The IADLEST National Certified Instructor (INCI) Program has a variety of subject matter experts who have focused their talents upon law enforcement training. They have increased our influence upon training excellence, and continue to make a positive impact upon the work law enforcement officers. Notifications of National Certified Instructor presentations are being sent to IADLEST Director members and Regional Representatives within surrounding states where our INCI instructors make their presentations. These notifications can also be found within IADLEST's social media activities.

All of the IADLEST's National Certified Instructor instructors are highly recommended from their peers or IADLEST members. Their credentials include significant training and development experience, and demonstrate their commitment towards improving criminal justice training and society. With that, we introduce some of our newest IADLEST Nationally Certified Instructors in this edition of the newsletter, Edward L. Smith, Nathan Rodriguez, Joel Misirian, John D. Morris, and Alan C. Youngs. Contact information for all IADLEST Certified Instructors can be found on the IADLEST Instructor Web Pages at either <https://www.iadlest.org/training/instructor-certifications/national-certified-instructor/inci-instructors> or <https://www.iadlest.org/training/instructor-certifications/international-certification/iici-instructors>

Edward L. Smith



Chief Edward L. Smith's law enforcement career spans more than five decades. He began his law enforcement career in 1973 as a police management intern for the Oklahoma City Police Department assigned to the Chief's Office.

Since that time Chief Smith has served as an assistant Director of a State Law

Enforcement Agency and as Chief of Police in several Oklahoma municipalities. He led the Bethany and Blackwell

Oklahoma police agencies to become the first and second law enforcement agencies in Oklahoma to be nationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). In addition, he served as a CALEA assessor and team leader.

As Chief in Bethany, he orchestrated a public/private partnership between the City of Bethany and a private 4-year university to provide ancillary security services utilizing uncommitted patrol time in exchange for tuition free education for police and fire personnel for the City of Bethany. In addition to Chief Smith's municipal career, he served as a Division Commander (Captain) for the University of Arkansas at Fayetteville ensuring that the UAPD was reaccredited by CALEA. He also received a commendation for his role as commander of an active shooting situation on campus that resulted in the death of a faculty member and the shooter. Chief Smith subsequently served as Director of Public Safety/Chief of Police for the University of Arkansas Little Rock.

Chief Smith's law enforcement expertise extends beyond communities and into the higher education arena where he began as an adjunct instructor of criminal justice at Oklahoma State University's Oklahoma City campus. In addition, he served as Director of the Collegiate Officer Program/Criminal Justice at Redlands Community College, Murray State College, and East Central University.

Chief Smith has had two gubernatorial appointments: to serve on the Board of Commissioners for the Oklahoma State Bureau of Investigation and on the Board of Directors for the Oklahoma Office of Juvenile Affairs. While serving on the faculty at East Central University, he was selected by the Chancellor of Higher Education to serve as his appointee to CLEET, the state governing board for law enforcement certification.

Chief Smith has received commendations for Law Enforcement Excellence and for Law Enforcement Accreditation from two Oklahoma governors, was inducted into the Oklahoma Hall of Fame for City and Town Officials for excellence in law enforcement and into the Seminole State College Alumni Hall of Fame. He served as president of the Oklahoma Association of Chiefs of Police, is past president of ILEA's Alumni Association and has served on numerous state and local boards and organizations.

(Continued on page 27)

Chief Smith is a graduate of ILEA's Advanced Management College as well as the 182nd Session of the FBI National Academy, the 4th Session of the Police Executive Research Forum's Senior Management Institute for Police (SMIP). He holds a Masters Degree in Criminal Justice Administration, a Bachelors Degree in Professional Law Enforcement, both from Oklahoma City University and an Associates Degree in Police Science from Seminole State College.

Nathan Rodriguez



Nathan Rodriguez began his career with the Cameron County Sheriff's Office in February of 2005 to June of 2015. While at the Cameron County Sheriff's Office, he worked at the Jail Division and was a part of the CERT Team (Correctional Emergency Response Team). He was then hired as an Auto Theft Deputy in the Auto Theft Division at the Cameron County Sheriff's Office. Later, he transferred to the Patrol Division as a Patrol Deputy. While in the Auto Theft Division and Patrol Division, he was also a SWAT Operator for the SWAT Team for 10 years (Master SWAT Operator). He transferred to the Special Investigation Unit as a K9 Officer. His K9 (Spike) detected US currency and firearms. He made many US currency seizures and recovered several firearms that were involved in crimes while in the Special Investigation Unit.

A short time later, he was promoted to Patrol Sergeant and Team Leader for the SWAT Team. As a Team Leader for the SWAT Team, he had the responsibility to train the team and was in charge of creating operational plans for live operations. He left the Cameron County Sheriff's Office and was hired by the Texas Department of Public Safety from August of 2015 to present.

In July of 2017, Mr. Rodriguez was promoted to Highway Patrol Corporal for 3D01 (McAllen-Border District). On March 1, 2020, he was promoted to Sergeant for the Law Enforcement Development Unit in the Training Operations Division (Austin-Headquarters). While in that unit, he continued to teach others. He transferred back to the Highway Patrol Division as a District Coordinator in the Trooper Training Unit. Throughout his 16-year career, he has

trained and instructed others in law enforcement.



Joel A. Misirian

Joel Misirian is a Sergeant with the Troy (OH) Police Department. He has both a Bachelor's and Master's Degrees in Criminal Justice. He began his career in 2000 with the New Berlin (WI) Police Department where he was a patrol officer.

In 2004, he was hired by the Troy Police Department where he continues to be involved today. He is a recipient of the Department's Meritorious Service Medal, a Master Field Training Officer through the National Association of Field Training Officers, and he is also an FTO within the Department. He is a Crisis Negotiator for the Department's tactical team, and has been a certified Police Instructor through Ohio's statewide Peace Officer Training Commission since 2005, teaching in several local police academies in various topics including: Driving, Ethics, Critical Incident First Aid, CIT/De-escalation tactics, Stops/Approaches, and Patrol Aspects. He is a certified Crime Prevention Specialist and he has been called upon to teach fellow law enforcement professionals various techniques in de-escalation when it comes to mental health and special needs populations.

He holds professional memberships with the International Association of Directors of Law Enforcement Standards and Training, the International Law Enforcement and Educator Training Association, the National Tactical Officer's Association, the Ohio Tactical Officer's Association, the Ohio Association of Chiefs of Police, the Ohio Crime Prevention Association, and the Miami Valley Crime Prevention Association. Additionally, he is recognized as an approved Instructor for Costa Rica's National Police Academy. He has also served as an adjunct professor of Criminal Law with Cedarville University.



John D. Morris

Lieutenant John Morris is an active sworn law enforcement officer with over 24 years of experience. He currently serves as a Lieutenant in the Special Operations Division, as well as serving as a SWAT Team Leader/Assistant Team Commander. He serves on his Department's Use of

(Continued on page 28)

Force Review Committee, and has served his agency as an academy and in-service instructor for over 20 years. Previous assignments include Patrol Officer, Sergeant and Lieutenant (Field Commander), Full Time SWAT Operator, Lead Use of Force Instructor, Basic Academy Sergeant and Chief Staff Liaison/ Public Information Lieutenant.

He holds a General Instructor Certification through the North Carolina Justice Training and Standards Bureau, with additional Specialized Certificates in Subject Control/ Arrest techniques, Basic and Advanced Ground Defense, Physical Fitness and Rapid Deployment. He serves as a SWAT instructor for his and surrounding agencies. He is considered an expert in Excited Delirium and in-custody death.

He has developed numerous in-service training outlines and developed curriculum for an agency-specific training course targeted at new sergeants and corporals. This course was featured in an article he wrote for Police Chief Magazine. It was published in the January 2019 online edition (John D. Morris, "Taking the Lead: The Implementation of Agency-Specific Leadership Training," *Police Chief online*, January 30, 2019.)

He earned his Bachelor of Science in Criminal Justice for Western Carolina University and is a graduate of the 80th Session of the Administrative Officers Management Program at North Carolina State University. He is active in endurance sports having competed in over 70 triathlons to include seven Ironman finishes.



Alan C. Youngs

Alan Youngs retired as a Chief of Police after 33 years with the Lakewood Colorado Police Department, a suburb of Denver. He held command positions within every division of the department. He earned a bachelor's degree in Political Science, a master's degree in Public

Administration and a Law degree, and is a graduate of the FBI National Academy, Session 166.

He is a practicing attorney, defending police officers, municipalities and counties, and is a law enforcement expert witness in police policies, procedures, use of force, train-

ing and police academies. He is a licensed member of the Washington D.C. Bar, the Nebraska and Colorado United States District Courts, International Trade Court, Court of Appeals for the District and U.S. Supreme Court. He is a member of the American Bar Association Rule of Law Committee, the American Immigration Lawyers Association, Federal Litigation Committee and is Vice President of the Americans for Effective Law Enforcement (AELE), certified Litigation Specialist and a member of the AELE Board of Directors.

He has been a Police Advisor to the U.S. Department of Justice, U.S.A.I.D. and U.S. State Department. He has worked as a Police Advisor to the Program Director in El Salvador, the Dominican Republic, Honduras, Paraguay and Peru. He has provided technical assistance with the development of curriculum, training courses, procedural manuals, anti-corruption training and best practices consistent with democratic principles of policing. He speaks both English and Spanish languages.

For the past 15 years, he has been a police practice consultant providing court-appointed expertise in police agency Federal District Court Consent Decrees. He is expert in applying Constitutional Standards, State Law, policy and practice to police incidents. He instructs courses on police use of force, internal affairs and discipline. He frequently performs police management assessments on staffing, operations, policy, auditing, investigations and training. His experience includes deposition and trial testimony. Areas of police practice expertise include:

He has been a consultant for Dyn-Corp International. He conducted audits and inspections in Israel, Jordan and Palestine, which included recommendations regarding the security and base operations for the Jordan International Police Training Center (JIPTC). He also helped conduct management audits of 55 law enforcement agencies in the United States, the Middle East, the Caribbean, and South and Central America.

He has lectured for the International Association of Chiefs of Police (IACP), the Dallas Crime Commission, The Institute for Law Enforcement Administration, the FBI Academy, the World Future Society, the Colorado, Connecticut, Illinois, Michigan and Northern California Chiefs of Police Associations, the Dallas, Tulsa,

(Continued from page 28)

Pennsylvania State Police and Mexico City Police Academies.

He is a Colorado Police Officer Standards and Training Instructor, an Adjunct Professor of Criminal Justice at Rio Salado College and at Red Rocks Community College, and was the former Director of the Red Rock Police Academy. In the past, he has been an Adjunct Professor at the University of Colorado, Ottawa University, Remington College, Metropolitan State College, the University of Phoenix and Penn State University. He has also reviewed class materials for the University of Notre Dame, pertaining to the future of law enforcement, and is a published author of 15 articles on law enforcement.

Mr. Youngs is member of the International Association of Chiefs of Police (IACP) Investigative Operations Committee and the IACP Professional Standards Committee. He is a certified instructor for the recognition of Excited Delirium and Agitated Chaotic episodes, by the Institute for the Prevention of In-Custody Deaths, Inc. He is also certified in Fraud Prevention.

Brian Coss



Brian Coss began his career in Public Safety in 1979. His career spans Law Enforcement, Fire Service, Search and Rescue, Technical Rescue, EMS, Emergency Management and Corrections, with the primary focus over the last 15 years in training. During this time he has trained thousands of individuals in the operational areas of fire-

arms, defensive tactics, use of force, emergency vehicle operations and officer survival at both the basic as well as instructor level courses.

He is currently is the Deputy Director of the New Mexico Law Enforcement Academy, and is part of a team that is statutorily responsible for providing basic training academies for officers and telecommunicators, state wide in-service training, advanced, specialized, technical and instructor level training courses, while leading a staff with an annual operating budget of 2.4 million dollars.



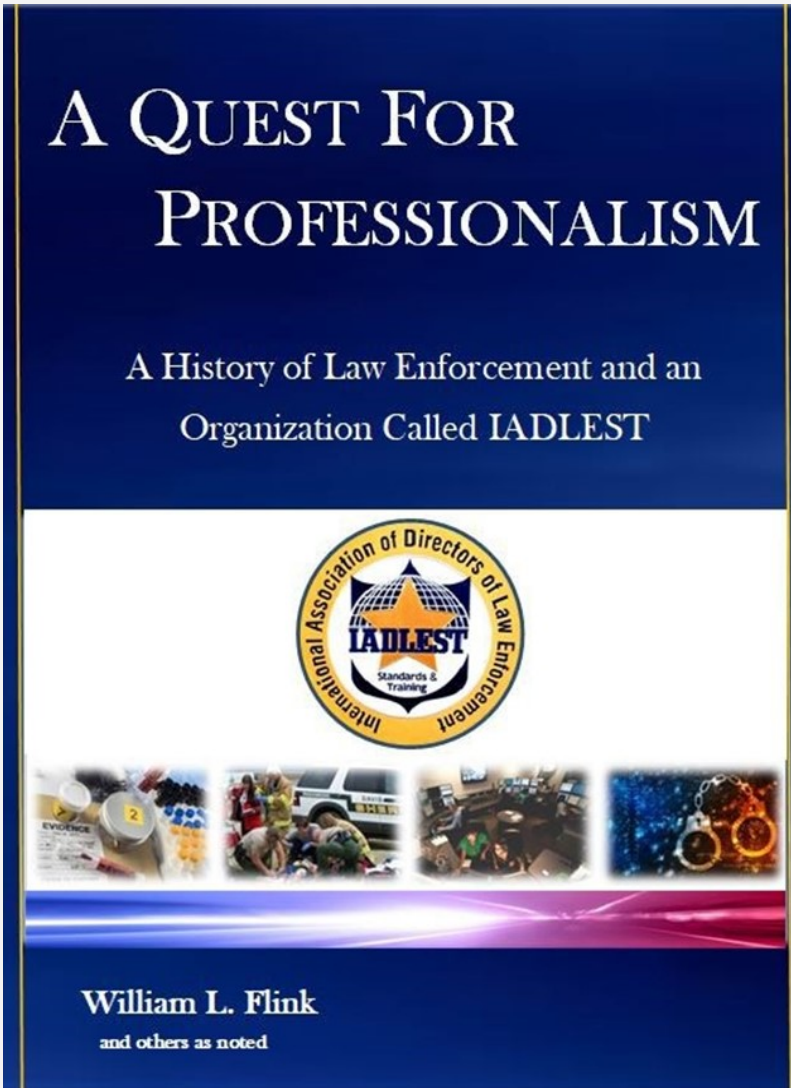
IADLEST SOCIAL MEDIA SITES

We encourage you to visit IADLEST's robust set of social media sites, that can assist your search for training and standards information. These site addresses are provided for your convenience:

- <https://www.facebook.com/IADLEST/>
- <https://www.linkedin.com/company/iadlest/>
- <https://twitter.com/iadlest/status/1248353754539311108>
- <https://www.youtube.com/channel/UCObihGYvwEV0uedgbyBuEIA>

“A Quest For Professionalism”

More than two years in the making, “A Quest For Professionalism” is now available for purchase. It is written with a view on law enforcement training, from the past to the present. This is not a storybook of how we wished things would have been in law enforcement history, but how it was when it was actually being developed for the people of the United States. Filled with interesting facts, collected from historical manuscripts and writings of the times, and capturing actual records and memories of the persons involved in the decision-making of NASDLET and IADLEST. The contents of this book will reveal the efforts of the primary law enforcement standards and training personnel and other police associations. Compiled as never before, this material has the means to change how historians, criminal justice academies and educators teach the history of law enforcement.



This book is a cumulative history of law enforcement events, leading up to and beyond the creation of state agencies of government that continue to oversee how we select and maintain law officers employed within our police agencies. It emphasizes many of the activities that the states and federal government, as well as other associations, undertook to raise awareness and execute programs that enhance public safety. It also renders, in one source document, the historical discussions and decisions of the International Association of Directors of Law Enforcement Standards and Training (IADLEST).

A Quest For Professionalism is available for purchase through the International Association of Directors of Law Enforcement Standards & Training IADLEST website:

<https://www.iadleststore.org/>

\$40.00 for IADLEST Members / \$60.00 for Non-Members

Questions, contact: Yvonne Pfeifer, IADLEST Chief Financial Officer, at yvonne@iadlest.org or by calling 208-288-5491.

IADLEST and TXDOT:

Rethinking Crime and Crash Analyst Training In Texas During a Pandemic

By Cmdr. (ret.) Daniel A. Howard, MA, CPM- IADLEST Texas DDACTS Project Manager & Dawn Reeby, IADLEST Analytical Specialist

The cornerstone of any profession is quality training that is relevant and timely, and the law enforcement analyst profession is no exception. The importance of training the professionals responsible for an agency's crime/crash analytical functions should be no different from that of sworn officers. So important in fact, some would suggest agencies treat it as a mission-critical function.

Generally, law enforcement related analytical training is limited and often short-term - one webinar, a day or two or a few days of training. An agency's training unit, a supervisor or a commander may review several training opportunities before a particular online or in-person training or a conference workshop is selected for the analyst to attend. The decision made is generally based on how much training funds are left in the budget, whatever training comes across their desk, the analyst brings it forward, or it comes to their attention through some other means. Frequently, these training sessions specialize in just one particular focus area - intelligence analysis, link analysis, mapping, etc. One shortcoming is the training often fails to provide a comprehensive understanding of what an analyst needs overall to help successfully create a data driven reduction strategy. After these training sessions, analysts can often only incorporate bits and pieces of what they learned as the working environment they return to is in such great and varied demand. A month or less after the training, the lessons learned are buried in the printed materials collecting dust in their filing cabinets.

Since the inception of the Texas-Data Driven Approaches to Crime and Traffic Safety (DDACTS) project six years ago, IADLEST has continued to work with TxDOT, the Law Enforcement Liaisons for the State and NHTSA-Region 6, the State's Chiefs Association, and other partners to identify and close training gaps found having a negative impact on the implementation data-driven operational model. Specifically, seeking what types of training will help an agency create or improve its analytical function to reduce crime and crashes.

IADLEST has prided itself on consistently delivering

National Certified analytical training courses that take students through a progressive growth, with each class building on the previous one, allowing for a more sustainable learning experience. Before COVID, students were able to attend different levels of in-person classes and receive follow-up one-on-one technical assistance as requested. This format allowed students to assist their respective agencies to move towards a successful implementation of a data driven operational model. However, when COVID struck, IADLEST realized it had to pivot its approach early on while continuing to raise the bar for analyst training.

To that end, TxDOT approved the development of several virtual online alternatives for law enforcement analytical personnel in Texas. The training options were based on feedback from law enforcement analysts throughout Texas and served to identify the training gap that existed even before the pandemic. Also, analytical training tools previously produced by IADLEST's subject matter experts as part of the TxDOT project and other similar projects were leveraged to further maximize the training opportunities.

The training workshops, created by Analytical Specialists Dawn Reeby and Debra Piehl, were designed so each workshop could be attended as a stand-alone course or as part of a training series, with each subsequent training workshop building upon the previous. The workshops provided analysts with the opportunity to receive up to eighty-seven (87) hours of virtual online training. The workshops created were 1) *Data Analysis Using Microsoft Access- Basic* (24-hours) and *Intermediate* (14-hours) levels, 2) *Data Analysis Using Microsoft Excel- Basic* (21-hours) and *Intermediate* (14-hours) levels, and 3) *Tactical Analysis* (14-hours). All of the courses addressed or reinforced the fundamentals needed to implement a data-driven crime and crash reduction operational model and provide tools



Participants learning from each other while sharing their respective analytical products during live virtual session

(Continued on page 32)

and templates to support such an effort. To further enhance the learning opportunities and develop sustainable skill sets, students also receive a library of self-study programming, live virtual interactive sessions, and personalized weekly one-on-one instructor assistance and support with each workshop.

In an effort to meet the ever-increasing demand for this training, IADLEST received permission to add additional virtual workshops to the established project, which allowed even more law enforcement personnel to benefit from this endeavor. Of note, once the COVID restrictions were lifted, IADLEST held its regularly scheduled 2-day in-person Level I and Level II, Nationally Certified training workshops allowing analysts to further build upon their skill set and base of knowledge. This stair-step training approach taught analysts how to impact crime significantly and crash reduction by using data to drive an informed, strategic decision-making and evaluation process.

By the end of the FY 2021 grant period, a total of one-hundred and fifty-three (153) law enforcement professionals representing forty-five (45) local, county, and state law enforcement agencies throughout Texas attended at least one of the ten (10) multi-week virtual workshop sessions. Additionally, another forty-four (44) analytical personnel attended one of the three 2-day in-person workshops (two Level-Basic and one Level II- Intermediate).



Screen shot of participants attending a virtual training

Most importantly, the efforts in FY 2021 have proven to be successful and well-received as noted in two anonymous student evaluations - *“I loved that I could apply the*



August 2021- Analyst attending a Level II-Intermediate Workshop in Harris Co Sherriff’s Training Center

things I learned in this course to things I was actually doing” and “This material and training have been exceptional and extremely practical for my job.” Several analysts related having more confidence in their skill set; the ability to implement the best practices taught; and creating workload efficiencies, just to name a few.

IADLEST is proud of the participants and their agencies for their openness to tackle change and implement successful, long-term, data-driven strategies. IADLEST looks forward to another successful year providing relevant and high-quality training as TxDOT has awarded grant funding in FY 2022 for both the Texas-DDACTS and the Large Truck and Buss Traffic Enforcement Training projects.

For more information on either project, or for any of the free training available to law enforcement in Texas, contact the Texas Project Manager, Daniel Howard at danhoward@iadlest.org or go to the website at: <https://www.iadlest.org/training/texas-dept-of-transportation>





IADLEST
National Certification Program
Certified Courses

For more information, contact
peggyschaefer@iadlest.org
<https://iadlest-ncp.org/>

See a complete list of certified courses here:
<https://iadlest-ncp.org/ncp-catalog/>



**CENTER FOR DOMESTIC PREPAREDNESS
(CDP)**

6/30/2023

Field Force Operations

[Catalog Link](#)

Class: External Length: 24 hours

Provides instruction in protest types and actions, legal considerations, responsibilities of mobile field force teams, and crowd-control methods. The course culminates with a series of hands-on activities to practice critical skill sets such as identifying considerations of protest situation, use of equipment to control crowds, executing crowd-control squad formations, positions within a mass-arrest team enabling apprehension, search, and subject detention.



**NATIONAL WHITE COLLAR CRIME
CENTER (NW3C)**

07/01/2023

The Dark Web: An Introduction

[Catalog Link](#)

Class: External Length: 1 hour

To access this free course, you will need to log in to NW3C.org. If you do not have a membership, you will need to sign up at NW3C.org.

This online course introduces the dark web and some of the most popular tools to access the darknet, including Tor, Freenet, and Invisible Internet Project

(I2P). Basic topics include what Tor is, how it works, and who uses it; as well as dark markets in Tor Onion Service Servers (also known as .onion servers) and other hidden services. The course concludes with brief case studies covering some of the largest dark-market seizures in history.



FORCE SCIENCE INSTITUTE

07/16/2023

Fundamentals of Realistic De-Escalation

[Catalog Link](#)

Class: Classroom Length: 8 hours

Law enforcement has come under intense pressure in recent years to prioritize its efforts at “de-escalation.” We will discuss the often-challenging expectations of law enforcement professionals to gain compliance without using physical force and how oftentimes, this may not be realistic or safe. The legitimate goal of de-escalation tactics is to resolve problems with minimal harm. This distinction is critical.

The course will present law enforcement concepts and methods to support de-escalation efforts. Attendees will be provided with knowledge to apply core skills of incident stabilization, tactics and decision-making and verbal and non-verbal skills to establish contact, build rapport and create influence with difficult subjects.



NATIONAL DE-ESCALATION TRAINING CENTER

07/19/2023

NDTC De-Escalation Recertification

[Catalog Link](#)

Class: Classroom Length: 2 hours

Trainees will review all critical points, as well as those that have been developed, after their last NDTC De-Escalation training. A 10-question test is administered at the course conclusion to evidence trainees are competent in the core material.



BLUE TO GOLD LAW ENFORCEMENT TRAINING, LLC

07/20/2023

Advanced Criminal Investigations

[Catalog Link](#)

Class: Classroom Length: 8 hours

This advanced course covers the most important legal issues for proactive officers and street officers. Topics include undercover operations inside homes and businesses. Executing drug warrants. Technology searches. And much, much more.



FORCE SCIENCE INSTITUTE

07/26/2023

Realistic De-Escalation Instructor Course

[Catalog Link](#)

Class: Classroom Length: 16 hours

Realistic De-escalation Instructor Course is an advanced de-escalation course providing significant detail of the concepts and best practices to assess when de-escalation tactics are appropriate while maintaining officer safety.

Minimal harm: Law enforcement has come under intense pressure in recent years to prioritize its efforts at “de-escalation.” We will discuss the often-challenging expectations of law enforcement professionals to gain compliance without using physical force and how oftentimes, this may not be realistic or safe. The legitimate goal of de-escalation tactics is to resolve problems with minimal harm. This distinction is critical. The course will present concepts and methods to support de-escalation efforts when personal connections can be made. Attendees will be provided with knowledge to apply to, and to address the needs of those in mental health crisis or those whose perception of reality is altered. The course is designed to improve the law enforcement officer’s ability to manage human beings by enhancing skills to establish contact, build rapport, and gain influence to achieve a police objective.



POLICEONE ACADEMY

08/04/2023

Duty to Intercede

[Catalog Link](#)

Class: External Length: 1 hour

All officers have an affirmative duty to intercede, meaning that they may face legal consequences for failing to prevent the use of excessive force by another officer if they are able to do so. We know that public trust is dependent on proper conduct. Do you know when you should intercede? If an officer observes another officer using force that is clearly beyond that which is objectively reasonable under the circumstances, and they can intercede, then, legally, they must do so. Additionally, that officer must report these observations to a supervisor as soon as feasible. This comprehensive course will provide you with guidance to help with the legal and ethical decisions associated with your duty to intercede as an officer.



NATIONAL WHITE COLLAR CRIME CENTER (NW3C)

08/04/2023

Introduction to Mortgage Fraud

[Catalog Link](#)

Class: External Length: 2 hours

To access this free course, you will need to log in to NW3C.org. If you do not have a membership, you will need to sign up at NW3C.org.

This course presents awareness-level information on mortgage fraud. The course covers basic definitions and terminology, common types of mortgage fraud schemes, components of fraud, roles in the mortgage process, and legal explanations. Students also learn to recognize fraud indicators associated with a variety of schemes and opportunities to commit fraud throughout the mortgage process. A sample mortgage loan application and other forms used in the process are available to download within this course.



CENTER FOR APPLIED INSIGHT CONFLICT RESOLUTION LLC

08/06/2023

Insight Policing Core Skills

[Catalog Link](#)

Class: Classroom Length: 16 hours

This 2-day interactive, skills-based course prepares officers to effectively handle angry, defiant, and noncompliant citizens by using strategic communication and questioning skills rooted in conflict resolution principles. Insight Policing skills empower officers to deescalate conflict, command a scene without the use of force, secure cooperation and compliance in some of the most challenging encounters, and capitalize on their policing skills to make targeted and precise enforcement decisions that maintain safety, hold up in court and that citizens find fair.



NATIONAL WHITE COLLAR CRIME CENTER (NW3C)

08/27/2023

Overview of White Collar Crime

[Catalog Link](#)

Class: External Length: 1.5 hours

To access this free course, you will need to log in to NW3C.org. If you do not have a membership, you will need to sign up at NW3C.org.

This course presents awareness-level information on a variety of topics related to white collar crime. The course covers basic definitions and terminology, common types of white collar crime, and the effects of white collar crime on society. Students learn to recognize and respond to common Internet scams, provide assistance to victims of white collar crime, and recognize warning signs and red flags of criminal behavior. This course emphasizes law enforcement's role in preventing and responding to white collar crime and includes additional resources for combating this widespread problem.



NATIONAL WHITE COLLAR CRIME CENTER (NW3C)

08/27/2023

Understanding Digital Footprints

[Catalog Link](#)

Class: External Length: .5 hours

To access this free course, you will need to log in to NW3C.org. If you do not have a membership, you will need to sign up at NW3C.org.

This free course introduces learners to the concept of digital footprints and best practices in protecting personally identifiable information (PII). Topics include limiting an individual's digital footprint, protecting privacy on social media, opting out of data aggregator sites, and the consequences of oversharing personal information; as well as steps to take after becoming a target of doxing.



POLICEONE ACADEMY

09/07/2023

Public Free Speech

[Catalog Link](#)

Class: External Length: 1 hour

When it comes to the ability of the public to express themselves, law enforcement officers must be aware of the rights the public is entitled to through the First Amendment. In this course, we will look at three specific areas that law enforcement officers often encounter when it comes to public free speech: public protests, technology concerns, and the recording of police activity.



360 POLICING

09/07/2023

Verbal De-escalation & Use of Force Prevention for Detention Officers

[Catalog Link](#)

Class: Classroom Length: 16 hours

Reliance on the use of force should never be the foundation of your decision making. Learning how to effectively incorporate verbal influence and if necessary, deploy less lethal weapons into

an effective de-escalation platform will only enhance an officer's ability to make independent decisions under stress.

At the end of this block of instruction, the participant will be able to achieve the following objectives in accordance with information received during the instructional period:

1. Define the unique challenges and advantages of a 21st Century detention center.
2. Define the difference between an "imminent" threat and an "immediate" threat.
3. List reasons why detention officers are expected to try and verbally gain compliance prior to using physical force.
4. List verbal indicators and body mannerisms that are indicative of a potential assault.
5. In a practical exercise setting, demonstrate effective communications that may reduce potential conflict.



FORCE SCIENCE INSTITUTE

09/21/2023

Body-Worn Cameras - Agency Development and Implementation

[Catalog Link](#)

Class: Classroom Length: 8 hours

This Body-Worn Cameras - Agency Development and Implementation Course includes law enforcement concepts and an understanding of how and why the BWCs fit into your agency and how to utilize the program to benefit the agency as well as the public. Attendees will also be provided with relevant professional knowledge and implementation concepts to obtain a deeper understanding of the technology of digital video to promote more thorough investigations.

This course will also provide a deeper understanding of the functions, limitations, and capabilities of all digital video, including the BWC. Students will be presented with critically important concepts, including supporting agency transparency, accountability, and technology oversight to assist the goals and objectives of their respective law enforcement agencies.