

NEWSLETTER

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Save the Date!

IADLEST 2020 Conference

June 7-10, 2020



JOHN E. REID AND
ASSOCIATES, INC.



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

IADLEST FACT SHEET

Our Mission: IADLEST's mission is to be a conduit for the development of professional standards and training in public safety that will encourage trust from communities, foster accountability, ensure officer safety and wellness, and promote training that creates a culture of professionalism and prepares officers for success. We seek to accomplish this by researching, developing, and sharing information, ideas and innovations that assist states in establishing effective and defensible standards for employment and comprehensive, holistic training of public safety officers, including police officers and correctional personnel.

Who We Are: We are a non-profit organization dedicated to transforming policing by promoting excellence in training and professional standards. Our membership is comprised of key leaders in law enforcement training, including the Peace Officer Standards and Training (POST) Directors of every state in the U.S., as well as state and local training academy directors. With these two influential groups, we directly impact 664 basic law enforcement training academies and approximately 900,000 police and correctional officers in the country. Because we believe in learning from, and sharing our experiences with, other countries, we are proud to have international members and, thus, have a worldwide perspective and dialogue regarding public safety standards and training.

What We Do:

- As the foundation of our work, IADLEST supports the state POSTs, who in general, set minimum standards for the hiring and training of law enforcement officers in their state, with some states certifying other public safety personnel, such as detention and corrections officers.
- IADLEST operates the [National Decertification Index \(NDI\)](#) that is a searchable national registry of certification or license revocation actions relating to officer misconduct. The records contained in the NDI are provided by participating government agencies. Access to the

database is available at no charge to vetted law enforcement officers and background investigators with a demonstrated need.

- IADLEST operates the [National Law Enforcement Academy Resource Network \(NLEARN\)](#) consisting of lesson plans, best practices, training programs, and resources for public safety trainers across the globe. NLEARN also serves as a forum for public safety trainers to communicate with each other and to glean, share, and request information and best practices in a variety of critical topic areas. Access to the database is available at no charge to vetted public safety officers.
- IADLEST operates the [National Certification Program \(NCP\)](#) where law enforcement agencies and organizations submit their courses for national certification -- a process consisting of an independent review and assessment by nationwide experts who ensure the training meets the highest industry standards with respect to content and quality delivery. Once certified, the training course is recognized and accepted by most state POSTs for officers' annual continuing education training credit.
- IADLEST offers [accreditation](#) as well as [audits](#) to any public safety training academy and/or POST agency, to evaluate and provide feedback regarding best practices, conformance to state laws and regulations, and recommendations for improvement.
- IADLEST offers [National Instructor Certification](#) to recognize law enforcement training instructors who meet demanding IADLEST standards. This is especially important, given that training instructors have the ability to positively affect law enforcement culture because they are major influencers of how training is received, perceived, absorbed, and applied by officers.
- IADLEST established a [Partner Advisory Committee \(IPAC\)](#), comprised of 14 organizations that currently provide services to law enforcement and corrections officers.

- IADLEST maintains a web page as well as social media accounts on Twitter, Facebook, and LinkedIn. All IADLEST reports, documents, and training materials are posted on the website and exclusively accessible to all members. Members can seek advice and suggestions from their colleagues in other states via the IADLEST web page.
- IADLEST conducts an annual conference, holds regional meetings and regularly meets in conjunction with the International Association of Chiefs of Police and the National Sheriffs' Association to address issues related to Standards and Training, develops best practices, and model standards for law enforcement officer selection and training. These meetings allow members to exchange information, hold roundtable discussions, and meet in person with their counterparts from other states and countries.
- IADLEST successfully develops valuable partnerships and receives grant funding from federal and state agencies, such as the U.S. Department of Justice (DOJ), the U.S. Department of Transportation, and the Texas Department of Transportation (TxDOT). With these and other important partnerships, we are proudly engaged in the following activities:
 - Providing customized training and technical assistance to state, local, tribal, territorial, and campus law enforcement agencies, through the DOJ's Office of Community Oriented Policing Services' (COPS Office) [Collaborative Reform Initiative Technical Assistance Center \(CRI-TAC\)](#), in partnership with the International Association of Chiefs of Police and eight other leading law enforcement agencies.
 - Reducing crime through the delivery of technical assistance and a training course titled [Building Analytical Capacity](#).
 - Reducing crime and vehicle crashes while building community trust and legitimacy, in partnership with the Department of Transportation's National Highway Traffic Safety Administration, through the [Data-Driven Approaches to Crime and Traffic Safety \(DDACTS\)](#) training and technical assistance program.
 - Reducing police line-of-duty deaths to fewer than 100 per year, in partnership with [Below 100](#) organization.
 - Establishing [regional training hubs](#) to serve as hosts for new and innovative training classes and a laboratory for promising practices in newly developed training classes, in partnership with the COPS Office.
 - Training and developing law enforcement leaders to embody the noble cause of serving justice, through the [Every Officer is a Leader](#) initiative where line officers are mastering 60 skills of leadership competence, in partnership with the COPS Office.
 - Enhancing officers' knowledge about the dangers of unsafe truck and bus driving behaviors and reducing [large truck and bus fatal and serious injury crashes](#) in Texas, through a partnership with TxDOT.
 - Reducing crime, vehicle crashes, and other social harms in Texas, through a partnership with TxDOT, by enhancing law enforcement's [data collection and analytical capabilities](#).



**BUZZED DRIVING IS
DRUNK DRIVING**

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

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

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

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

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

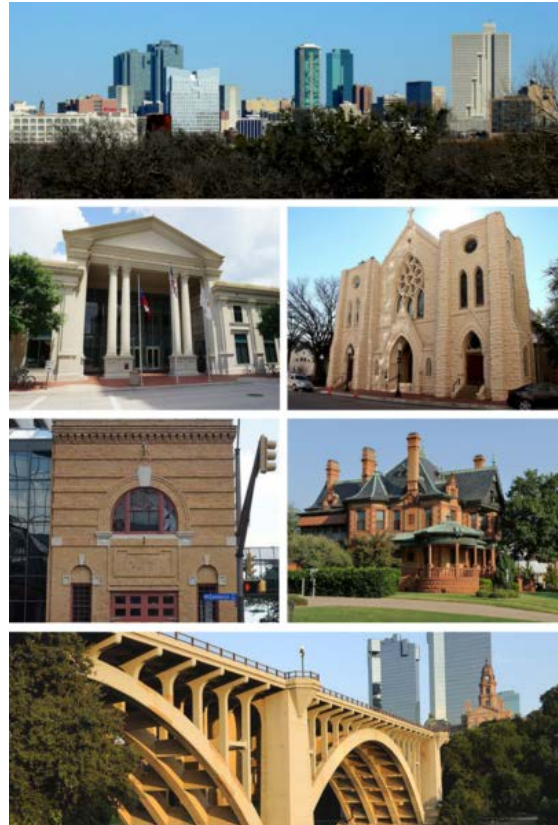
MEETINGS SCHEDULED

The next Executive Committee will be held in conjunction with the International Association of Police Chiefs conference scheduled for 9:00am to 1:00 pm, Sunday, October 27, 2019, in the Dearborn Room of the Renaissance Chicago Downtown Hotel; 1 W Wacker Drive; Chicago, Illinois 60601. A General Business meeting is not scheduled for this date.

Any IADLEST member is welcome to attend Executive Committee meeting in person or via phone. There will be a conference call number available to listen in on the meeting and/or provide input. The conference call-in number is 888-585-9008 and the "call room number" is 618-913-271. Please let Mike Becar know if you plan on calling in on the conference number.



IADLEST CONFERENCE 2020 June 7 thru 10, 2020 Fort Worth, Texas



POST DIRECTOR CHANGES



Georgia: Mike Ayers serves as the newly appointed Executive Director of the Georgia Peace Officer Training and Standards Council (POST). Director Ayers was appointed to the position on May 15, 2019, by Georgia

Governor Brian Kemp. Director Ayers is a 31- year veteran of law enforcement.

Following his honorable discharge from military service, Director Ayers began his law enforcement career in Hartwell, Georgia, where he served as a uniformed police officer for the local municipality. In 1990 Director Ayers was hired by the Georgia Bureau of Investigation where he served until his appointment as POST

Executive Director. During his 29-year tenure with the GBI, Director Ayers served in varied positions. He began his career at GBI working as an undercover drug enforcement agent working throughout the state. Later, he would become a Forensic Crime Scene Specialist and gained extensive experience in the investigation of violent crimes, focusing primarily on Officer use of deadly force and homicide investigations. Director Ayers also continued to gain experience in the investigation of large scale drug trafficking investigations; and in 2000, he was awarded the OCDETF Case of the Year Award for Investigative Excellence for the Southeastern United States.

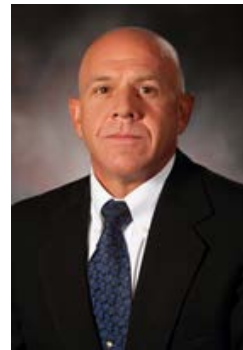
Director Ayers entered supervision with the GBI in 2000 with a promotion to Assistant Special Agent in Charge (ASAC). In this capacity, he managed the Piedmont/Northern Multi-Agency Narcotic Task Force which conducted street and midlevel narcotic investigations in multiple counties in Northeast Georgia. Later, Director Ayers served as the ASAC for the GBI Region 11 Field Office in Athens, Georgia. Director Ayers was promoted to Special Agent in Charge (SAC) in 2008 where he managed GBI Investigative field offices in Cleveland, Georgia; Thompson, Georgia; and Athens, Georgia. These offices specialized in the investigation of violent crime and public corruption throughout much of North Georgia.

Director Ayers is a graduate of the University of Georgia with a Bachelor of Arts degree in Criminal Justice. He has completed the Georgia Law Enforcement Professional Management Program at Columbus State University. In 2009, Director Ayers attended the 236th session of the FBI National Academy in Quantico, Virginia.

In addition to IADLEST, Director Ayers serves on the council of the Regional Counterdrug Training Academy (RCTA) in Meridian, Mississippi; The Georgia Criminal Justice Coordinating Council (CJCC); the Georgia Governor's Public Safety Awards Committee; and the Georgia Indemnification Commission. Director Ayers is also a member of the Georgia Chapter of FBI National Academy Graduates and the Peace Officers' Association of Georgia.

New Mexico: Kelly Alzaharna was appointed Director of the New Mexico Law Enforcement Academy in Santa Fe, New Mexico, on August 24, 2019. Director Alzaharna is a 32-year law enforcement veteran, serving five years in New Mexico and 25 years in Alaska. She holds a Bachelor's degree in Human Resource Management, a Master's degree in Organizational Leadership, and is a graduate of the 198th session of the FBI National Academy. Director Alzaharna retired from Alaska law enforcement in 2015, as the Executive Director for the Alaska Police Standards Council, a position she held for three years. Kelly spent 21-years with the North Slope Borough Police Department, in Barrow, serving her last three years as Chief of Police, prior to accepting a position as Training Coordinator with the Alaska Police Standards Council (APSC).

Director Alzaharna started her law enforcement career as a police officer in southern New Mexico prior to moving to Alaska. She previously served on the IADLEST Executive Board as Treasurer and looks forward to continued involvement with the Association.



Wyoming: Chris Walsh was appointed Executive Director of the Wyoming Peace Officer Standards and Training in June of 2019. As Executive Director, Chris is responsible for all basic and advanced training validation for Peace Officers, Detention

Officers, Dispatchers, Corrections Officers, and Coroners in the State of Wyoming. Chris is also responsible for all decertification investigations within the state.

Prior to being appointed to POST, Chris was the investigator for the State of Wyoming, for pari-mutuel horse racing and off track betting. Chris spent 24 years with the Casper Police Department in Wyoming, retiring as the Chief of Police in 2014. Chris was in the United States Marine Corps in the 1980's as an infantryman.

After the 9-11 attack, Chris reenlisted in the Wyoming National Guard for two years and spent a year in Iraq.

DUBAI POLICE AND IADLEST: INITIAL STEPS TAKEN

by: William Flink, IADLEST Dubai Project

During the week of August 25-30, 2019, the United Arab Emirates, Dubai Police, hosted IADLEST's initial team that was to support the recently agreed upon Memorandum of Understanding between the two organizations.



The team IADLEST sent to Dubai included William Flink, Mark Damitio and Dan Howard. Our goal of the team was to set forth a foundation of knowledge of the operations of the Dubai Police Force for the purposes of establishing IADLEST's strategy to assist the Dubai Police training programs, to identify best law enforcement practices achieved by the police force, and to identify those best practices in law enforcement that are still to be achieved. The visit created a structural baseline for providing advice and assistance on law enforcement standards and training upon which Dubai Police may act upon to better serve the government and inhabitants of Dubai.

The visit found Dubai Police to be a very proactive police force in many of the activities that make up a well developed

community-policing organization. The information gathered through the several briefings of departments, sections, and councils within the police force provided the image of a police force that is centered on the happiness of its personnel and the citizens served, the use of operational strategies that use a variety of modern technologies to assist the enforcing of laws, that engages in efforts to achieve international awards and certifications from standards-setting bodies, and seeks to be a leader in the attaining of the highest levels of law enforcement best practices, worldwide.

Dubai Police recognize IADLEST as being a premier association in law enforcement standards and training development within the United States and its emerging international arena. The police force is interested in the training assistance of IADLEST and in IADLEST's training accreditation and certification programs.

The IADLEST visit was useful towards beginning work on the over-arching Articles of Cooperation within the recent Memorandum of Understanding signed between Dubai Police and IADLEST on June 13, 2019, in Milwaukee, Wisconsin. It is believed that the agreement and subsequent IADLEST visit have strengthened the ability of both organizations to meet the objectives of the Articles of Cooperation and serve to enhance Dubai Police strategies and development of their future standards and training goals.

A report of the IADLEST Team will be provided to the IADLEST Executive Director for review by the IADLEST Executive Committee. Once approved, the report will be disseminated to Dubai Police.

Department of Homeland Security Leadership Academy

A COLLABORATION OF THE
NATIONAL SHERIFFS' ASSOCIATION (NSA) AND
THE FEDERAL LAW ENFORCEMENT TRAINING CENTERS (FLETC)



For command staff and other state, local, and tribal law enforcement leadership, this two-week program at FLETC, plus an 8-hour coordinated follow-on at an NSA conference, results in a Homeland Security Professional Certificate awarded by NSA.

The next DHSLA is November 12 - 22, 2019, Glynco, GA. Call (912) 261-3785 for more information

DHSLA Program

- Includes topics that vary in response to events; past examples include:
 - *Leadership in a Crisis
 - *Emotional Intelligence
 - *Ethics in Leadership
 - *Critical Thinking and Decision-Making
 - *21st Century Policing Initiatives, e.g., Wellness and Resilience, Active Shooter, and Tactical Medical training
- Engages participants in realistic training scenarios with other command leaders in the context of an active shooter, pandemic, or other major events
- Leverages FLETC's standing within DHS, bringing significant federal resources to one location
- Brings together state, local, and tribal law enforcement leaders from across the nation to share experience and expertise at a professional development program tailored to their operational and strategic needs

DHSLA Participants

Senior law enforcement officials and executives from state, local, and tribal agencies located in all 50 states and US territories have benefited from the DHSLA over the past five years.

DHSLA Benefits

- Establishes an expert, responsive, and proven professional development resource for senior law enforcement executives
- Builds a national cadre of law enforcement executives with a common understanding and deep capacity for leading in a crisis
- Develops a robust professional resource network

Comments from Participant Feedback

"Absolutely outstanding!! The relevance of the content of this program is critical in today's society."

"Without a doubt, this is some of the best training I have ever attended."

"Great training for Command leadership. I will recommend we send others from our department to this academy."

"The ability to delve into real-world issues and stretch my mind was an eye opener."

DHSLA 7 May 2019



Homeland Security



IADLEST

Academy Directors' Course

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

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

Join the teaching cadre

IADLEST Academy Directors' Course Topic Areas:

Budgeting/Funding:

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

Curriculum Development

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

Policies/Rules/Regulations:

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

Logistics

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

Learning Styles/Delivery of Training Methodology

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

Legal Issues

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

Needs Assessment

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

Resources

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

Make a Difference!

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

The Committed Catalyst for Law Enforcement Improvement

International Association of Directors of Law Enforcement Standards and Training
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INCREASING THE FOOTPRINT IN THE LONE STAR STATE

by: *Cdr. (Ret.) Daniel A. Howard*
IADLEST Project Manager

IADLEST's footprint in Texas continues to grow as FY 2020 kicked off on October 1, 2019, with two new Texas Department of Transportation (TxDOT) grant awards. The first \$397,377 award for the *Reduce Crashes & Social Harm Through a Data Driven Strategy & Agency/Analytical Training and Support (DDACTS)* project will allow this project to continue in its fifth year across Texas.



Dan Howard June 2019 Speaking at Multi-Agency Press Conference El Paso County

The DDACTS project, which originally followed the outline of the national model to include developing Texas-based SME's (Subject-Matter Experts), has adapted over time to the unique and specific needs of law enforcement agencies in the Lone Star State and in support of the positive changes to the state's Selective Traffic Enforcement Program (STEP). Texas Department of Transportation Program Manager Larry Krantz, who oversees several state wide grant projects for TxDOT, to include the State's STEP program and the IADLEST projects, has made it a point over the last few years to make STEP enforcement grant programs data-driven, and the DDACTS and Truck and Bus Training projects are being utilized to help educate officers and agencies about the benefits of collecting and using quality data to be more proactive in addressing crashes and other social harms. Mr. Krantz related recently, "*We've come a long way in a relatively short time in reference to agencies understanding the power of data, how to analyze*

it, and how to operationalize their analysis. Neither the speed with which this has occurred, nor the power of the agency transformations would have been possible without the work of IADLEST and the cooperative partnerships it formed with TxDOT and other agencies across the state. Texas is an enormous state with plenty of work still to be done, but we are definitely on the right track."



Assistant Chief Pete Pacillas, June 2019
Addressing His El Paso PD Officers

The reach of the project has continued to grow over the last four years with IADLEST working with members from more than 75 agencies across all four corners of the state. The DDACTS program's success has been predicated on communication and flexibility as well as a willingness to try new ideas in response to common problems facing law enforcement agencies. In Texas, the DDACTS program has shifted some of the original focus towards committing project resources to assisting agencies to sustain their efforts and with evaluating and addressing each candidate agency's analytical needs prior to beginning any operational training. In some cases, the project has been in contact with analysts for multiple years while developing the skills necessary to support long-term, data-driven enforcement; but once the analysts have developed and demonstrated their new skills to upper management, permanent organizational change has followed.



Dan Howard, June 2019 with SME's Dawn Reeby, Sgt. Darin Lair and the Pharr, TX Command Staff

This model sometimes takes more time than anticipated, but it is difficult to argue the results many of these agencies are getting both on the streets and in the organizational fabric as well. Krantz agrees, *“particularly with agencies now being able to flex their newfound analytical and operational muscle. [they can now] enhance the impact of their STEP enforcement on reducing crashes and other social harms in their respective communities.”* The Texas DDACTS project isn't just 'another good idea' like those involved in the ongoing efforts have become fond of saying, but by rebuilding STEP so as to be in line with the guiding principles of the DDACTS model. Texas is setting itself up for long-term success in reducing social harms. That's something we can be proud to be a part of.



Dan Howard, June 2019 Presenting to Angleton PD Officers

Meanwhile, the *Large Truck & Bus Enforcement Training* project has also been tapped to support STEP enforcement initiatives in Texas. The project provides the needed information for non-commercial vehicle giving officers with the

knowledge necessary to perform motor vehicle. With both inland and traditional ports, multiple border crossings, and being large enough to span more than half the width of the continental U.S., Texas faces unique challenges with Commercial Motor Vehicles (CMVs). *"We lead the nation in crashes, injuries, and fatalities involving CMVs,"* Krantz said. *"And until recently, no one was willing or able to do much about it. The Truck and Bus Training project, while still in its infancy in Texas, has already had an outsized impact."*



Chief Joshua Bruegger, June 2019 Addressing His Pasadena PD Officers

IADLEST, along with the cadre of instructors, who attended one of the four-hour Train the Trainer workshops, delivered a Nationally Certified curriculum to 1,211 law enforcement professionals in one of the 70 workshops conducted across the state in FY 2019, with more planned in FY 2020. Additionally, TxDOT has recommended the program be delivered to agencies accepting funding for Commercial Motor Vehicle STEP grants in Texas further expanding the reach of IADLEST's ongoing efforts. *"Between the ports, the borders, and the oil fields, business in Texas is booming. And that means trucks. Lots of 'em. Thanks again to this strong TxDOT-IADLEST partnership, we're better prepared than ever in Texas to address the challenges our strong economy creates,"* Mr. Krantz said. As proof of the progress made, prior to the introduction of the Truck and Bus Training project, fewer than ten agencies in Texas applied for TxDOT Commercial Motor Vehicle STEP enforcement funding. Thanks to increased awareness of the grants themselves

and the training provided through the Truck and Bus Training project, that number has tripled in two years.



Allen, TX, Deputy Chief Ken Myers, August 2019
Presenting to Keller PD Officers at Workshop

For more information on either project contact IADLEST Project Manager, Cdr. (Ret.) Daniel A. Howard, who oversees the Texas Department of Transportation grant projects at danhoward@iadlest.org or go to <https://www.iadlest.org/training/texas-dept-of-transportation>.

IADLEST HISTORY PROJECT UPDATE

by: William Flink, IADLEST Historian

The current IADLEST History Project initiative is written, has been through its initial and one subsequent editing process, and is now awaiting completion of acquiring the legal permissions to use some of the information in our upcoming publication. The project will put the association at the forefront of criminal justice research, alongside other law enforcement historical works. It is the history of people long forgotten, who strived to make significant contributions towards the development of professional standards, and spent their time bringing needed training to our law enforcers. The history also discusses many of the projects and programs that defined the association over the years. The effort to produce this publication belongs to many of the people who led IADLEST in the past and to all IADLEST members who have taken the time to discuss their recollections and historical information with the project. The

book was expected to be available by now; but due to our continuing effort to obtain legal permissions, publication has been delayed. We will advise the IADLEST membership as soon as the book has been published.

FROM THE IADLEST HISTORY BOOK

Did You Know?

- In 1751, the Pennsylvania “General Assembly passed an act for systematic policing and lighting the city in the night time,” which created the “the first regularly salaried Police Force of Philadelphia”?
- The State of Montana was the first state to have legislation to appoint a Governor’s body to oversee state law enforcement training?
- Before IADLEST was incorporated in 1987, the association was known as the National Association of State Directors of Law Enforcement Training (NASDLET), organized in 1971?
- Ernie Johnson of the Wyoming Law Enforcement Academy once took out a personal loan for \$25,000 to help fund NASDLET’s continuing efforts?



- The first of the foreign countries to attend an IADLEST Conference occurred during the 1988 San Diego Conference?

**DDACTS
PROJECT MANAGER PRESENTS AT
TWO NATIONAL CONFERENCES**
by: *Peggy Schaefer, DDACTS Project Manager*



IADLEST's DDACTS Project Manager, Peggy Schaefer had the unique opportunity to present information supporting the DDACTS model at two National Conferences this summer!

The Little Rock Arkansas Police Chief Keith Humphrey and DDACTS PM Peggy Schaefer presented at the 2019 National Organization of Black Law Enforcement Executives (NOBLE) Conference held in New Orleans, LA, on August 13, 2019. The workshop title, "Building Community Trust and Operational Legitimacy Using the DDACTS Model and the President's 21st Century Task Force Recommendations" was well received with over 40 in attendance. Chief Humphrey recently joined the Little Rock Police Department after serving as Chief for several years in Norman Oklahoma, also a successful DDACTS agency.

Former NYPD Senior Analyst and DDACTS SME, Debra Piehl and Peggy Schaefer presented on August 22, 2019, in Providence, Rhode Island, at the National Association of Women Law Enforcement Executives' annual conference. The workshop title, "Using Data to Drive Executive Decision Making" is a critical subject in today's evidence-based, focused environment. Peggy and Debra planted seeds for future workshops and technical support and They also met members from the Tunisia, Northern Africa, command staff who attended the presentation.

The following are upcoming workshops for the next quarter:

- **October 15 – 17, 2019, Corona CA PD**
- **November 13 – 15, 2019 Cleveland OH PD**
- **December 4 – 6, 2019, Carol Stream, Illinois**

If your academy is willing to host a DDACTS workshop, please reach out to peggyschaefer@iadlest.org

We are scheduling for next year and are looking at workshop sites. There is no tuition or fee for this course funded by NHTSA.

**POLICING WITH INSIGHT COURSE
EARNS THE NCP SEAL**

by: *Peggy Schaefer and Anthony Blackburn*



Tony Blackburn launched *Blue Knight Conflict Solutions* with one primary goal: to develop interactive, dynamic training programs and consultancy services that help officers manage interpersonal conflict and crisis safely, successfully, and without the use of excessive force.

Tony's distinctive training course, **Policing With Insight™** goes beyond de-escalation and focuses on prevention. He helps officers effectively engage with the community to address concerns, understand specific needs, and problem-solve to minimize stress and escalation. Tony partners with law enforcement individuals and teams to increase situational awareness, sharpen response techniques, and reduce overall risk for a final resolution that safeguards all parties.

This course received the NCP seal in June 2019, and Tony is now granting permission to IADLEST members and government law enforcement agencies worldwide to download and use this training course for **free**. Go to www.policingwithinsight.com for more

information about the course and Tony's unique qualifications. A three-day train the trainer course is also available for those wanting this certification and specific course instructions.

You can meet Tony Blackburn in person at this year's International Association of Chief of Police Conference (IACP) in Chicago, and he is currently scheduling events for this upcoming year.

IADLEST'S NATIONALLY CERTIFIED INSTRUCTOR UPDATE

by: William Flink, IADLEST Program Manager

The IADLEST's Nationally Certified Instructor (INCI) Program is growing and about to transform into an expanded international program. Some of the initiatives that IADLEST has been working on to broaden the scope of our impact upon training excellence include emphasizing the significant programs or conferences where the IADLEST's Nationally Certified Instructors are instructing before law enforcement and other criminal justice personnel. This effort to recognize our certified instructors is taken to share the good works and experience that those individuals who have become part of the INCI program are involved in. The notifications of Nationally Certified Instructors presentations will be sent to Director members and Regional Representatives in the surrounding states where the presentations are to be made. These notifications can also be found



on the IADLEST social media pages. Another initiative that is about to be released is the IADLEST's International Instructor Certification Program, based upon the INCI Program but focused upon those instructors teaching in the international venues, or from our international partners or other foreign countries.

The parameters for the International Certified Instructor Program (IICI) are similar to the INCI program; however, there are special conditions

provided for applicants from foreign government law enforcement agencies, and special conditions related to instructors from the United States who are performing instructional duties in foreign countries. The International Certified Instructor Program will also have special conditions for those instructors who participate in both the Nationally Certified Instructor program and the International Certified Instructor Program.

All of the IADLEST instructors are highly recommended from their peers and IADLEST members. They all have significant training and development experience and are spending much of their careers improving the criminal justice training system. We are introducing two new IADLEST Nationally Certified Instructors in this edition of the Newsletter, Robert Edmunds and Larry Stevenson.



Chief Instructor
Robert Edmunds

Robert Edmunds is currently the Senior Training Manager and Chief Instructor-Trainer for ACADEMI Training Center; Upper Marlboro, MD 20772. His primary duties are to cultivate and train new instructors and

perform the initial training and certification of apprentice instructors in the following disciplines: Firearms and Tactics, CPR/AED/First Aid, Defensive Tactics, Basic and Advanced Baton, Handcuffing, OC Spray, and general instructor techniques. He supervises the development of the Law Enforcement and Industrial Security curriculum for the academy and ACADEMI's external and on-site clients. Mr. Edmunds served as a Government Services Trainer for AlliedBarton Government Security Services, Wackenhut Services Corp. He was also responsible for providing Department of Homeland Security firearms training. Mr. Edmunds is a certified NRA instructor and VA Department of Criminal Justice general instructor and advanced firearms instructor. He served 23 years in the Department of Defense.



Larry Stevenson

Larry Stevenson is a former Denver Police Department Gang Unit, SWAT/K9 Officer, and is a Law Enforcement Officer Survival Skills Trainer. Mr. Stevenson is the owner and co-founder of 3D Martial

Arts and Tactical Defense School.

He instructs verbal de-escalation and tactical communications, close quarters combat survival techniques, weapons retention and weapons access, drawing and accessing weapon (handgun) from unorthodox positions, in-flight access, control and retention of weapons, active shooter response, empty hand weapons, and suspect forced malfunction and subduing techniques.

Chief John O'Mara, of Kiefer Police Department, Oklahoma, said "When learned, practiced, and instilled, the training offered by Larry Stevenson will give officers an edge when confronted with deadly threats."

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

OREGON POST UPDATE

by Eriks Gabliks, Director, Oregon POST

The Boardroom at DPSST has undergone a major renovation in technology over the past month. The changes will enable DPSST to live-stream Board and policy committee meetings via Facebook. This is part of DPSST's ongoing commitment to transparency and awareness of the work done by our organization and Board.

Revisions and a complete overhaul continue with the work two-thirds completed. There are

no immediate plans to add any time to the current 16-week Basic Police Course. To create additional time in the schedule, we recently moved some classes out of the Basic Police Course to the field training manual for delivery at the employing agency (harassment, blood borne pathogens) and on-line (NIMS 100 & 200 and Department of Homeland Security AWR 160) which gave us an additional 40 hours to work with.

The Professional Standards Division is working with a group of criminal justice stakeholders to review and update Oregon Administrative Rules on background investigations. The group is exploring what role DPSST might play to assist local agency background investigators.

DPSST continues to work on proposed language to address the recent pre-employment psych evaluation legislation that was just signed into law during the 2019 session.

DPSST is working to create what is being called the Elected Officials and Community Partners Academy which will be a four-hour experience at that Academy which will explain the work of DPSST, a professional standards overview, and a tour of the Academy. This will be phased in during the Fall of this year with those interested being required to have their police chief or sheriff enroll them with DPSST.

Enrollments at the Academy remain steady. DPSST will be requesting funds from the legislature in February 2020 to add four additional 16-week Basic Police Classes to the current schedule.

DPSST continues to work with our statewide partners looking to find qualified individuals interested in careers in law enforcement with a common webpage www.oregonpolicejobs.com Statewide, Oregon will see approximately 20% (1,000) of our certified full-time law enforcement officers eligible to retire over the next three years.

At its meeting last week, the Corrections Policy Committee (CPC) of the Board (BPSST) approved a request from the Parole & Probation Firearms Work Group to increase the time of the

Parole & Probation Firearms Course from one to two weeks. This will allow armed parole and probation officers to receive not only a better firearms training class, but also include confrontational simulation, MILO firearms training simulation, and more range time. The September Parole and Probation Firearms Class will pilot the new curriculum. Feedback from the pilot course will be shared with the work group so that changes can be made before it returns to the CPC and BPSST for final approval.

On July 1, 2019, Patricia Patrick-Joling (citizen-member) became the Chair of the Board on Public Safety Standards and Training (BPSST), and Malheur County Sheriff Brian Wolfe became the Board's Vice-Chair. We congratulate both and look forward to working with them in their new roles. We also wanted to express our thanks and appreciation for recently retired Marion County Sheriff Jason Myers for his six years of service on the Board and also his leadership as Board Chair.

Over the past two months, DPSST hosted the Salem Cadet Academy, the FBI Teen Academy, and the American Legion / Oregon State Police Youth Academy. All three camps went well and were designed to give young men and women insight into careers in the public safety field.


The first-ever crime analysts' training seminar hosted by DPSST's Center for Policing Excellence was a huge success. The feedback was very positive, and discussion has already started on creating an analysts' network and future training opportunities.

Basic Police Class #392 which began on July 15, 2019, is the first to see the Phase 2 changes implemented as part of the Basic Police Course. Phase I was implemented last year with much success, and the hard work of our staff, and our experiences from Phase I will help guide the success of our implementation of Phase 2. The current "calls for service" week is being replaced with weekly fragment "frag" drills that build on the training offered during the week with role players engaging basic students in scenarios that bolster the information that was shared and require students to engage in active

problem solving and communications. The Phase 3 work group has begun its task and will be working with staff to look at the final four weeks of training. Phase 3 is currently looking at investigations and vehicle stops. DPSST's Leadership Training Coordinator Terry Moss is leading a work group to review and update the Supervision and Middle Management courses offered at DPSST. This group began its work last week and will be working for a number of months to review and update the program.

DPSST, the Washington Criminal Justice Training Commission, Seattle PD, and the King County CIT, recently co-hosted the 2019 Crisis Intervention Team (CIT) international conference in Seattle, Washington. More than 1,400 attended the four-day event with an amazing line-up of keynote speakers and dozens of breakout sessions. The was the largest attendance at the conference to date.

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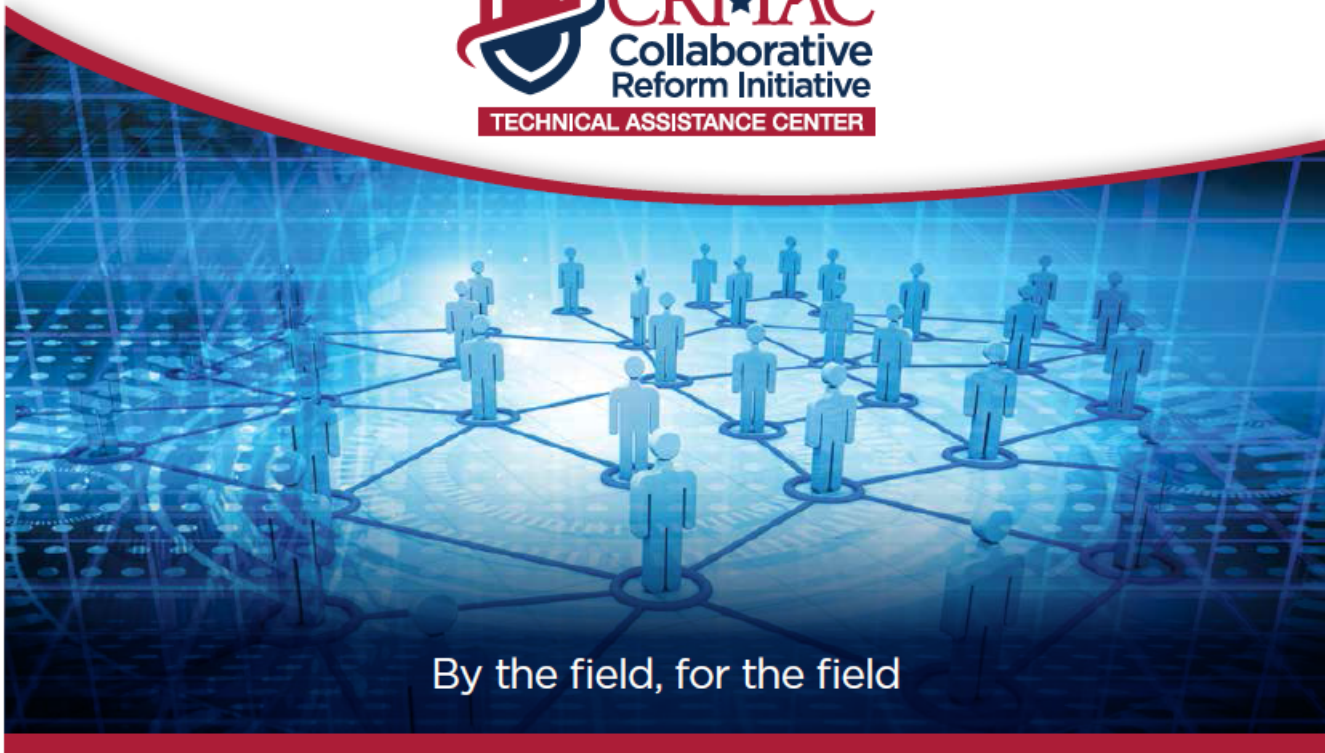
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INVESTIGATOR TIPS

by: Reid and Associates, Inc.

What questions should be asked to determine the voluntariness and validity of a subject's confession?

(Please Note: If you wish to print and share an Investigator Tip with your colleagues, the John E. Reid 'credit and permission' statement following the article must be included.)

While there are numerous issues to consider in the process of evaluating the voluntariness and validity of a subject's confession, the following questions may be helpful in making such an assessment.

The recording:

Was the entire contact with the subject recorded, both the interview and the interrogation?

Was there any time when the discussion with the subject was not recorded? If so, what was the reason?

Subject Rights:

Was the subject in custody or was he or she free to leave?

If in custody, was the subject properly advised of his or her rights?

Did the subject demonstrate a knowing and intelligent waiver?

Did the subject exercise any of their rights in an unequivocal manner at any time during the process? Was such an invocation honored?

If the subject is a juvenile, were the rights properly explained to the subject?

Were any of the subject's rights denied during the interrogation process?

Was the subject allowed to use the washroom facilities?

Was the subject provided any drink or food?
Was the subject allowed to sleep?

Subject Attributes:

Does the subject have or exhibit any mental or psychological factors that would affect his or her ability to make a voluntary and true statement?

Is there any language issue that may have precluded the subject's ability to properly understand the process, questions, and situation?

Does the subject have prior experience with law enforcement?

Does the subject have the cognitive ability to make a knowing and intelligent waiver?

Was the subject under the influence of drugs or alcohol during the interrogation?

Was the subject suffering from any physical injury during the interrogation?

If the subject is a juvenile, does the law require that a parent or guardian be present during the interrogation? If yes, were they contacted?

Length of the interrogation:

How long did the interview of the subject last?

How long did the interrogation of the subject last?

Did the interrogation take place during the subject's normal waking hours?

Did the interrogation exceed a reasonable length of time based on the statements made by the subject?

The interrogation process:

Did the subject have access to the door? Was it unlocked?

Did the investigators make any threats of harm or inevitable consequences?

Did the investigators make any promises of leniency?

Did the investigators reveal details of the crime to the subject?

Did the investigators show the subject pictures of the crime scene?

Did the investigators engage in any coercive tactics?

Did the investigators deny the subject any invocation of his or her rights?

Did the investigators deny the subject the opportunity to use the restroom, to get something to drink, eat, or to sleep?

The confession:

Did the subject provide details that were consistent with the crime evidence?

Did the subject provide details that had been withheld by the police?

Did the subject provide details that the police did not know?

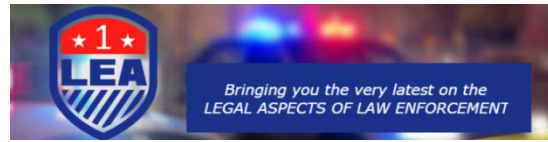
Did the subject write the written document? If not, did he or she read it or just sign it?

Did the subject provide the content of the written statement or was it written for him?

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LEGAL UPDATES



By: Bruce-Alan Barnard, JD, LLM

United States v. Dunn 8thCIR 26JUN2019

Key Phrases: impound, inventory, automobile exception, automobile search

This is a very interesting case that results in two different car searches on two separate occasions. Here are the facts from the case:

Around 1:00 AM on April 12, 2017, Dunn fell asleep at the wheel of a moving Buick sedan on a street in Minneapolis. The Buick ran into three parked cars before spinning to a stop in the middle of the street, sustaining damage which rendered the vehicle undriveable. Minneapolis police officers arrived on the scene and found the Buick sitting in the street and chose to tow and impound it. They did so despite the fact that Dunn had already contacted a private tow truck. Following their department policy, the officers conducted an inventory search of the Buick before towing it. During the search, they discovered two semi-automatic pistols, two baggies containing crack cocaine, and two digital scales. Dunn was arrested and detained by local authorities, but released from local custody on April 26, 2017.

Two months later, on June 20, 2017, two officers in an unmarked car encountered Dunn as he was driving on a city street. Dunn sped away from the officers and made several turns at a high rate of speed without using his turn signal. The officers considered this conduct to be reckless driving, especially in an area where children were playing, and activated the vehicle's police lights to pull Dunn over. Dunn pulled over, got out of his vehicle, and began to walk away. Officer Donnell Crayton exited the police vehicle, directed Dunn to put his hands up, and escorted him to the police vehicle. While Officer Crayton handcuffed and detained Dunn, including frisking him for weapons, Officer Kong Moua walked up to Dunn's vehicle to see

if anyone else was inside. As he looked through the driver's side window, Officer Moua saw a plastic bag that appeared to contain crack cocaine in an open compartment on the dashboard. Officer Moua then obtained the vehicle's key from Dunn and conducted an automobile search. In addition to the crack cocaine, he discovered a loaded handgun and a magazine drum with ammunition in the passenger compartment. Officer Moua removed the handgun and ammunition from the vehicle first and photographed them before returning to the vehicle and removing and photographing the crack cocaine.

Dunn was indicted on five counts as a result of the firearms and cocaine that were found in each of the two incidents. Dunn sought to have the evidence suppressed, claiming that the warrantless searches and seizures on both occasions were unlawful. The Eighth Circuit disagreed, holding that during the first encounter, the officers lawfully impounded the vehicle and inventoried it pursuant to department policy.

"Here, it is undisputed that Minneapolis Police Department policy allows officers to tow and impound a vehicle that is impeding traffic when the owner cannot immediately remove the vehicle on his own. It is also undisputed that officers must conduct an inventory search before impounding a car."

The court went on to hold that in the second encounter, probable cause was established when the officer plainly saw the cocaine in the car through the window.

"As long as the law enforcement officials have probable cause, they may search an automobile without a warrant under the automobile exception. ... If an officer views contraband in plain sight through an automobile's window, he has probable cause to search that vehicle."

Since the traffic stop was valid, this probable cause led to the lawful warrantless entry into the car under the Automobile Exception and the warrantless seizure of the cocaine and firearms under the plain view seizure doctrine.

Editor's Note: It is easy to overlook the issue of impounding a vehicle in conjunction with conducting a vehicle inventory. Before an inventory search can take place, the officers must have the authority to impound the vehicle. Furthermore, the impound and inventory must be done pursuant to department policy. In this case, the defendant argued that the impound was not necessary because he had already called a private tow truck. The court held that this did not preclude the officers from impounding a vehicle impeding the flow of traffic.

To read or download the full decision [CLICK HERE](#)

United States v. Yancey 7thCIR 27JUN2019

Key Phrases: traffic stop, detained passenger

In this case, the defendant (Yancey) was a passenger in a vehicle that was stopped by the Rock Island Police when the officers recognized the driver as a person with an outstanding warrant. The officers recognized Yancey from previous encounters and a "contact sheet" where he was listed as dangerous. During the stop Yancey repeatedly asked if he could leave and appeared nervous. Yancey did not answer when directly asked if he was carrying a weapon. Given his history and his actions during the stop, an officer decided to frisk Yancey, at which point Yancey fled. The officers tackled him and cuffed him and then saw a firearm in his waistband.

The government charged Yancey with possession of a firearm by a felon in violation of 18 U.S.C. §§ 922(g)(1) and 924(a)(2). He moved to suppress the gun and any statements he made to law enforcement, arguing the officers lacked probable cause to seize him and lacked reasonable suspicion to pat him down for weapons. The Seventh Circuit did not agree. First, the court noted that they did not need to answer the second issue (Terry Frisk) because Yancey fled before the officer could pat him down. As to the issue of the initial seizure of Yancey, the court first noted that an officer "may order passengers to get out of the car pending completion of the stop." (Citing

Maryland v. Wilson, 519 U.S. 408, 415 (1997)) The court then noted there were unresolved matters related to the arrest of the driver during the encounter with Yancey. Accordingly, the stop was not unlawfully extended and; there was no Rodriguez violation.

To read or download the full decision [CLICK HERE](#)

Editor's Note: Both of these cases have two distinct Fourth Amendment issues presented, and they provide a very good review of inventory searches, the automobile exception, detaining vehicle occupants during a traffic stop, and extending a stop (Rodriguez issues). They both would be well-suited for "roll call" training.

United States v. Clayton

On August 30, 2019 the Sixth Circuit answered that question in *United States v. Clayton*. Here is the warning that was given to the defendant:

Before we ask you any questions, you must understand your rights. You have the right to remain silent. Anything you say can and will be used against you in court. You have the right to talk to a lawyer before we ask you any questions. If you cannot afford to have a lawyer, one will be appointed for you before any questioning if you wish. Do you understand your rights?

Missing from the warning was the notice that a lawyer could be present during the questioning. But the court held that message was still conveyed to Clayton. In being informed of his right to counsel, Clayton was told that the right begins at the outset, before any questioning. That and the fact that "[n]othing in the words used indicated that counsel's presence would be restricted [during] questioning," undermine Clayton's argument (citing the U.S. Supreme Court decision in *Florida v. Powell*, 559 U.S. 50, 63 (2010))

LEO Takeaway: No matter how many times you've given the Miranda warnings before, stick to the Miranda Card! While the warning doesn't

have to be an exact set of words, it must fully convey the meaning in order to be effective.

To read or download the full decision [CLICK HERE](#)

United States v. Wallace

Should a firearm found during an inventory search of an automobile be suppressed as a result of a prolonged a traffic stop?

The Second Circuit had to line up the Fourth Amendment dominoes to answer this question in *United States v. Wallace* decided on September 3, 2019. Officers in New York City stopped a car for a defective brake light. During the traffic stop the officers observed indications that the car was potentially stolen and the driver (Wallace) did not have registration for the vehicle. When officers discovered that the Federally mandated VIN sticker was not on the door frame, Wallace was arrested under New York law. After his arrest, Wallace's car was impounded and inventoried by the officers. When looking under the hood, the officers found a firearm in a bag behind a headlight. Wallace was then charged for being a felon in possession of a firearm.

Wallace argued the firearm should be excluded as a result as a violation of the rule of law developed by the U.S. Supreme Court in *Rodriguez v. United States*, 135 S. Ct. 1609 (2015). Under the Rodriguez rule, a traffic stop exceeding the time needed to handle the matter for which the stop was made violates the Constitution's shield against unreasonable seizures unless a reasonable suspicion of criminal activity is developed during the traffic stop that converts the traffic stop into a Terry stop. The Second Circuit held that under the facts in this case, the extension of the stop was supported by reasonable suspicion that was developed during the traffic stop and therefore the subsequent arrest and inventory were not tainted by a Rodriguez violation.

LEO Takeaway: It seems like every week we have another "traffic stop turned into Terry stop" case where the court has to develop a timeline to determine if the reasonable suspicion was

developed without an unlawful extension of a traffic stop. It is imperative that patrol officers be familiar with the Rodriguez rule in order to prevent evidence being excluded when a traffic stop turns into something else.

To read or download the full decision [CLICK HERE](#).



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

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

WISDOM FROM HORSES (CONTINUED GROWTH)

*by Shawn Walker, KnS Equine Systema Farm, LLC
IADLEST Nationally Certified Instructor*

During my time within the military, there were two lessons I took away. The first lesson: Always leave a location better than you found it. The second lesson: Always improve your position. These lessons have carried over into my training.

When my wife and I brought home our horses for the first time, there were many lessons to be learned. The most significant experience that I learned was that a horse was like a thousand-pound three-year-old. Why is this important? If they are bored, then they will find something to do; and that will generally mean the credit card is coming out. Because of this, I was always looking for ways to expand their area so they had more room to run around. If I did not, then I would be repairing areas that they damaged. However, the improvement did not only apply just to the area where horses were in, but also to their training. Horses can become bored with training as well. Because of this, you need to find new challenges for them from time to time.

If you don't do that, then you will lose their attention during training, and that causes you to lose training time.

The development of training for a horse is like putting together a jigsaw puzzle. The puzzle gives you a clear picture in the end, and it is just a matter of putting all the pieces in the right spot. In most cases, there is an order that needs to be followed when doing your puzzle. I have met some excellent trainers out there that could make these puzzles in their sleep and do it quickly. However, they tended to have a very fixed mindset. They have done it that way for years, and it was not going to change because it worked. Anything new out there would not even be discussed.

Does that sound like a law enforcement officer or trainer that you know? Of course it does. I know this first hand, as I was one of those people. It is effortless to have a fixed mindset because it makes life easy. Also, titles can further place us into a fixed mindset because "I am a master trainer" or "subject matter expert." You can see the "I know it all" ego step up in the fixed mindsets. Sometimes, even training the same thing day in and day out can lead us in the fixed mindset.

However, if this was true and we knew everything, then why are people doing different things? Which brings to question, is it healthy for our profession to have instructors develop a fixed mindset?

We need to find a way to allow our trainers and instructors to reset their thinking - to dust off the brain and create the room for a growth mindset. Some think a growth mindset is when you "Drink the Kool-Aid" and do anything that looks new, or do what the "neighbors" are doing. That in some cases, is a fixed mindset as well.

What does a growth mindset look like for a trainer? First, it is looking around and seeing what others are doing differently from you. Then asking why they are doing it that way. Finally, will that "fit" into your training program needs? **I want you to understand that under a growth mindset, it does not mean you have to adopt everything new. It is reviewing an idea**

using critical thinking and determining if it will work for you. Let me make this very clear as well when engaging the growth mindset. It is going to take hard work. These ideas will challenge your way of thinking. In some cases, you will need the courage to place your ego aside and say this is a better way. A growth mindset is not natural as it can go against us. However, if used it right, then new methods for doing things can come from it that can benefit all of us.

I hope you enjoyed the article and I would like to hear your thoughts. You can email me a walker826@msn.com.



Shawn Walker MBA, Co-owner of KnS Equine Systema Farm, LLC. Shawn is a member of the Prairie Band Potawatomi Nation and an IADLEST nationally certified instructor. He has retired from the Army National Guard with three overseas

tours. Shawn has been working in the law enforcement field for over 20 years, with the highest rank of Chief of Police. Shawn can be reached at walker826@msn.com if you have any comments on the article or would like to make use of his services.



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