

**Advisory Committee to the Office of State and Local Training
Federal Law Enforcement Training Center (FLETC)
Department of Homeland Security
April 25, 2007 – Summary of Meeting
Brunswick, Georgia**

Executive Summary

The meeting was called to order at 8:30 a.m. Seymour Jones, Deputy Assistant Director, Office of State and Local (OSL) Training, Federal Law Enforcement Training Center (FLETC), opened the meeting, welcomed all members, and facilitated introductions around the room. Remarks were provided by Connie Patrick, FLETC Director; Eric Fagerholm (Co-chair), Acting Assistant Secretary for Strategic Plans, DHS; Domingo Herraiz (Acting Co-chair), Director, Bureau of Justice Assistance; and Cynthia Atwood, Assistant Director, Field Training Directorate, FLETC.

Mr. Jones briefed the members on activities of the OSL since the last committee meeting and provided feedback from previous committee member recommendations. He provided updates on the Gulf States training initiative, OSL training programs, leadership training, partnership with the International Association of Campus Law Enforcement Administrators (IACLEA), and the OSL reorganization proposal.

Two briefings were provided to the committee members. Dennis Keith, Chief, Computer and Financial Investigations Division, FLETC, briefed the committee about the FLETC's intelligence training initiatives and Carl Milazzo, Chief, Legal Division, FLETC, briefed on the current philosophy employed in the Use of Force training.

Sal Baragiola, Undersheriff, Bernalillo County, facilitated a discussion among members on capability and capacity as it pertains to OSL training. Members discussed various ways that OSL could increase capacity.

Malcolm Adams, Chief, State and Local Programs Division, FLETC, facilitated a discussion among members on training gaps. These topics were submitted by the members in advance, and then presented to the group for general remarks.

Mr. Jones discussed the role of Office of State and Local Advisory Committee (OSLAC) members, as well as the FLETC's role. He told the members that the FLETC was committed to maintaining open communication, providing feedback, and ensuring that committee recommendations were seriously considered.

There was a period of open discussion. Members chose to discuss leadership training and OSLAC operations and items inherent to its success.

The next meeting is scheduled for November 8, 2007, in Brunswick, Georgia.

Welcome and Introductions

The meeting was called to order at 8:30 a.m. by Seymour Jones who opened the meeting, welcomed all members, and facilitated introductions around the room.

Opening Remarks

Connie Patrick, Director, Federal Law Enforcement Training Center (FLETC)

Director Patrick updated the committee on the Federal Law Enforcement Training Center (FLETC) activities. She stated that the FLETC is strong and growing. Since 9/11, the FLETC has grown to four domestic sites and two international sites. The Director reported that training was very robust. Agencies are demanding it and Congress and the different Departments are supporting it. Next year, the FLETC will be over capacity in Glynco and Artesia. Charleston is the only facility not running over capacity, and that is only until Immigration and Customs Enforcement (ICE) moves their training there. To meet peak training demands, the FLETC needs to identify alternate training sites at state and local agencies that the FLETC can possibly utilize. The FLETC recently signed a Memorandum of Agreement (MOA) with the HAMMER facility in Richland, Washington, as they have training capacity that the FLETC can utilize. Director Patrick asked the members to let her staff know of training facilities that may be available for use.

The Director stated that there is ongoing discussion about the FLETC converting to a revolving fund. Currently, the FLETC receives direct appropriations, and this is working well. A revolving fund would have a direct impact on state and local training, international training, and the Cheltenham operation.

Director Patrick said she knew the committee would be discussing the Virginia Tech shooting. She pledged the FLETC's support as part of the team in working on lessons learned that can be shared for the greater good.

Director Patrick confirmed that the Department of Homeland Security (DHS) has approved an initiative in Hoover, Alabama, where the U.S. Secret Service will begin cyber-crimes training, computer fraud training, and other subjects in a training facility in the next year or so. The FLETC was consulted in terms of collaboration, as computer crimes and computer investigations are important to most of the agencies the FLETC serves. The FLETC's master plan is to expand these services to include more state, local, and Federal training.

Director Patrick said she wanted to hear from the committee members on how the FLETC can increase capacity, thus, increasing the number of students that receive training. Additionally, when discussing the training gaps for state and local officers, she recommended that consideration be given for funding to accomplish the need. The future is Federal, state, local, tribal, and campus police officers training together. Director Patrick posed several questions to the committee members for their discussions.

Director Patrick recognized departing committee member Steve Rittereiser with a certificate highlighting his dedicated service to the committee. Chief Rittereiser represented the International Association of Campus Law Enforcement Administrators (IACLEA) on the committee and is the Chief of Police, Central Washington University.

Eric Fagerholm, Acting Assistant Secretary, Office of Strategic Plans, DHS Co-chair

Mr. Fagerholm thanked all committee members for attending the meeting. He updated the committee on items of interest at the Department of Homeland Security (DHS) with the assistance of Mr. Andy Mitchell (Office of Grants and Training (G&T) and Mr. Charles DeVita (Immigration and Customs Enforcement (ICE)).

He announced at the last meeting that there were some strategic issues under review at the DHS. He handed out a condensed version of the Secretary's near-term goals and priorities and briefly discussed each of these. Mr. Fagerholm confirmed that the FLETC is a big component in protecting the nation from dangerous people by training the new Border Patrol agents. The priorities are:

- Continue to protect our Nation from dangerous people
- Continue to protect our Nation from dangerous goods
- Protect critical infrastructure
- Build a nimble, effective emergency response system and a culture of preparedness
- Strengthen and unify DHS operations and management

Mr. Fagerholm referred to the Virginia Tech shooting. He noted two things that struck him. When he saw the President and the Governor of Virginia in the news, he saw Colonel Flaherty with them and knew that real professionals were investigating this incident. Colonel Flaherty is a member of the OSL Advisory Committee (OSLAC), representing state law enforcement. Mr. Fagerholm acknowledged that he is in awe of the caliber of people on this advisory committee. From the DHS perspective, he is on the committee to listen to what all the experienced law enforcement officials have to say.

Mr. Fagerholm introduced Mr. DeVita, Director of Training for ICE, to speak about the 287(g), Immigration and Nationality Act initiative. This Act authorized the DHS Secretary to enter into agreements with state and local law enforcement agencies, permitting designated officers to perform immigration law enforcement functions provided that the local law enforcement offices receive appropriate training. His agency is looking to move this initiative to the FLETC's Charleston facility. It is a four-week course where everything is paid except the salaries of the officers. The schedule for this training is on the ICE website. [DFO's note: The OSL website has a link to this information also – www.fletc.gov/osl.]

When Mr. DeVita was involved with the American Red Cross, one of the major initiatives was the Safe School Initiative. This is a critical area that state and local agencies need to embrace. There are agencies that can help. He named the Federal Emergency Management Agency (FEMA) and the Red Cross. Partnership is the key, particularly in training. He said he could assist with contacts if necessary.

Mr. Mitchell explained that the Post-Katrina Reform Act was the action behind the major changes made in the organizational structure of the FEMA. One of the most significant was the transition of the preparedness assets that were in the National Preparedness Directorate into FEMA, which is mostly what the G&T office did. There is a new National Preparedness Directorate with a new Deputy Administrator. Components of the G&T office will transfer to this new Directorate, plus all the training assets of FEMA. His opinion is that this transition will have no effect on the funding that the FLETC receives via an MOA to develop and deliver training. The FEMA has ten regional directors. Over time, part of the grant administration may be transitioned to the regions.

Domingo Herraiz, Director, Bureau of Justice Assistance, representing the DOJ Co-chair

Mr. Herraiz began his comments by stressing the importance of partnerships between state, local, and Federal agencies, as well as between Federal agencies. This is essential to the success of law enforcement. At the last meeting, Mr. Peed reported on the School Safety Summit. Certain things, such as this, remain important. There were many reports published by the Federal Government post-Columbine that identified action steps; however, in the end, it is the state and local officers that deliver those services. The Justice Department is listening to what state and local officers have to say about what can be done to create safer communities. The Attorney General has developed a variety of initiatives from Project Safe Childhood to Project Safe Neighborhoods to anti-gang initiatives. The DOJ is trying to figure out how to address the apparent rise in violent crime. Which of these (and other) programs are successful? How do we infuse that information back to the state and local level? In communities and neighborhoods, it is not the Federal response as much as what can be done to support the local officers.

The Bureau of Justice Assistance (BJA) and the Community Oriented Policing Services (COPS) offices received an infusion of resources for the first time in a long while. The Justice Grant Program, which is direct funding to state and local law enforcement, is up considerably. The Violent Crime Partnership Initiative, which funds multi-jurisdictional task forces across the country, is a great opportunity for state and locals to partner with a Federal agency to help keep violent crime intact and keep the crime rates down.

The BJA and the FLETC recently entered into an MOA that continues their partnership with the Gang Resistance Education and Training (G.R.E.A.T.) program. Again, this is another area where a large amount of resources are dedicated to state and local training as it relates to prevention.

He thanked the members for their input and the wonderful feedback during meetings, making real issues for real people. He called on Mr. Peed for his input.

Mr. Peed stressed that information sharing is a priority of the Justice Department, as it is with the Department of Homeland Security. The COPS office has \$166 million that will be distributed via grants for technology to support fusion centers or other kinds of information sharing.

Mr. Peed mentioned the incidents in London and how they are recommitting their organization to community policing. He acknowledged that we have to empower all of our officers across the country to not become complacent, and continue to look for those little things (like chlorine or peroxide on the streets) that might prevent an action like London experienced.

Briefings and Discussions

Remarks

Cynthia J. Atwood, Assistant Director, Field Training Directorate, FLETC

Ms. Atwood mentioned the Rural Policing Institute initiative that several Senators are supporting as it passes through Congress. She said that the FLETC has been assured that they will continue to push for this initiative. If this bill comes to fruition, the FLETC will work closely with this committee on how to deliver on that amendment. School shootings and domestic violence are still pressing matters for the country and are covered in this amendment.

Ms. Atwood confirmed that the Charleston field site is continuing to work with the U.S. Coast Guard in maritime security training initiatives. The FLETC sees Charleston as a huge asset to the country in terms of maritime security training. Artesia is busy with preparing for and delivering training to the U.S. Border Patrol. They have state-of-the-art technology to help secure the borders. Cheltenham is a facility designed for requalification for firearms and driver training. The FLETC anticipates working with the state and local community and the Office of Intelligence Analysis to deliver intelligence training there.

Ms. Atwood recognized the talent and the commitment of the OSLAC members. She said that this group can make a huge impact on far reaching initiatives that positively affect our country.

OSL Update / Committee Feedback

Seymour Jones, Deputy Assistant Director, OSL, FLETC

Mr. Jones updated the members on OSL activities since the last meeting and provided feedback on member recommendations.

Gulf States Training Initiative. Mr. Jones reported that OSL staff is working with the Gulf States Public Safety Institute for Community Service to follow up on training previously delivered in the New Orleans area and to identify other training needs of law enforcement victims of Hurricane Katrina. Thus, plans are being made to deliver training in the Biloxi, Mississippi, area on July 10-12. The programs delivered will be tailored to the specific training needs of the policing entities in that region. These topics will include cultural awareness; emotionally disturbed persons; grant writing; use of force; crisis management; human trafficking; roadside interviewing and interrogation; leadership; hidden compartments; contraband detection; and a host of other topics.

First Responder Training Program (FRTP). The OSL recently completed a curriculum review conference to update the FRTP. The incident command systems portion is being scaled back due to the fact state and locals are now receiving grant funds and have access to becoming National

Incident Management System (NIMS) compliant. The OSL is incorporating a uniform command system program to better integrate responses not only of the Federal emergency response teams, but state and local emergency response teams.

Domestic Violence. The domestic violence training that the OSL delivers in partnership with the Office on Violence Against Women (OVW) is expanding to include the Elder Abuse Instructor Training Program. Mr. Scott Santoro, the Program Specialist responsible for these programs, will be involved in two pilot programs. Mr. Jones reported the status of the Domestic Violence in Indian Country Training Program.

Intelligence Training. Mr. Jones discussed the intelligence programs that the OSL is delivering in partnership with the DHS Office of Grants and Training. He explained that the OSL is now offering the Introductory Intelligence Analyst Training Program (IIATP), delivering seven programs since October 1. The OSL is currently scheduled to deliver this program through April 2008. There has been a revision of the original text materials, which should be completed by mid-June. He stressed the importance of the Anti-terrorism Intelligence Awareness Training Program (AIATP). Intelligence awareness training is critical to all officers to promote awareness of what officers should be looking for on the street. This fiscal year, 19 AIATP programs have been delivered in 10 cities, with an additional 18 programs scheduled for 9 different cities by year end. The OSL plans to develop the Intelligence Awareness for Law Enforcement Executives Training Program, and later seek funding for delivery. The OSL hopes to pilot this program by September 2007. Mr. Mitchell said that his office has a related program with Michigan State, so they would be willing to collaborate with the FLETC.

State and Local Law Enforcement Training Symposium (SLEETS). Based on OSLAC member recommendations, the OSL will be delivering two SLEETS this year. The first being conducted in Louisville, Kentucky, the end of May; the second in Bismarck, North Dakota, in August, hosted by Chief Ness and the Bismarck Police Department. The OSL expects 200-250 participants at each iteration of this training.

Gang Resistance Education and Training (G.R.E.A.T.). Mr. Jones concurred with Mr. Herraiz' earlier remarks about the G.R.E.A.T. program and expressed appreciation for his willingness to discuss possible solutions for staffing issues. The OSL is a key partner on the G.R.E.A.T. National Policy Board and is moving ahead with the training.

Leadership Training. Based on member recommendations, the OSL is addressing training needs and collaborating to deliver leadership training in fiscal year 2008. The OSL has a very capable entity at the FLETC to assist us in this endeavor – FLETC's Law Enforcement Leadership Institute (LELI). However, as usual, funding is an issue.

International Association of Campus Law Enforcement Administrators (IACLEA) Partnership. The FLETC has entered into an MOA to provide IACLEA with assistance to administer and coordinate their Incident Command System training. The IACLEA will place a representative at the OSL to coordinate the training. This is another response to member recommendations about forming partnerships.

OSL Reorganization. The OSL is proposing a reorganization to bring the office in line with the other FLETC field sites in terms of organizational structure and functionality. The major change is that the OSL will be standing up a Training Management Division. This will result in having three divisions within the OSL; one to deliver training, one to handle the training management functions, and one to provide administrative support. The implementation of this reorganization is near completion, so members may see a different structure at the next meeting.

Last Meeting Minutes. Mr. Jones referred members to the minutes of the last meeting and asked them to assess if the OSL is responding to their recommendations. The OSL strives to address the ideas of the committee members and to follow up on these recommendations.

Intelligence Training

Dennis Keith, Chief, Computer and Financial Investigations, FLETC

Mr. Dennis Keith, Chief, Computer and Financial Investigations Division, presented an overview of intelligence analysis training at the FLETC. [Copies of the presentation are available upon request from the OSL.] During the briefing, Mr. Keith explained that the Intelligence Training Coordination Working Group is working on updating the Minimum Criminal Intelligence Training Standards, which, at this time, are advisory. Mr. Bradley stated that the standards may be advisory; however, once endorsed by the Peace Officers Standards and Training (POST) agencies, it is no longer advisory. He recommended that OSL send a representative to the annual International Association of Directors of Law Enforcements Standards and Training (IADLEST) conference in Virginia Beach to discuss this issue with the IADLEST and the POST Directors. Later, they can take it back to their jurisdictions and reinforce the standards for law enforcement officers nationally.

Use of Force Training

Carl Milazzo, Chief, Legal Division, FLETC

Mr. Carl Milazzo, Chief, Legal Division, gave a briefing on the FLETC's Use of Force training. [The presentation and subsequent handouts are available upon request from OSL.] The FLETC has changed the way it teaches use of force. The change was the methodology, not the law. He explained how and why the FLETC's training methodology has changed for use of force. The FLETC uses scenario-based, practical application, and applies it in scenarios, which are legally validated. The FLETC trains the law and leaves policy to the individual agencies.

After the brief, Mr. Bradley offered the following suggestions. Do not deliver use of force training to the operative officer, because this could conflict with information the officer receives from his local jurisdiction or his local instructor. Instead, work through those instructors, putting the onus on them to incorporate the local statute, the state statute, and the local policy into what gets delivered to the officer. So, focus on training trainers and let them make the interpretation of the applications of the local jurisdiction. Take the decision-shooting scenarios, which many academies are pumping out, not just the skills portion of opposing targets, and run that decision-making seamlessly into the report. That way, as officers go through a scenario, they go through a situation, and then go immediately into a debriefing/reporting of what happened, to include documenting the rationale for their decisions. Then, have some collaboration or review of that as

part of the training mechanism, if not for the officers, then at least for the supervisors. That connects the dots so instructors are not in the law class teaching defense of or justification of use of force, and out on the range doing live-fire decision-shooting or less-than-lethal application of force. Run the two things together and make it more efficient as well as more effective.

Capability and Capacity (facilitated discussion)

Malcolm Adams, Chief, State and Local Programs Division, OSL, FLETC

Sal Baragiola, Undersheriff, Bernalillo County (NM) Sheriff's Office

Mr. Adams began the facilitated discussion by briefing the members on OSL's capability. Currently, there are seven OSL Program Specialists who deliver training all across the United States. The OSL uses about 80 guest lecturers via contract in the training programs. The OSL averages about 105 programs a year in over 50 cities and 30 states, and trains about 3,500 students a year. Other OSL staff members have the responsibility of supporting this training through managing training logistics, budget, and procurement actions.

Mr. Baragiola began the discussion to gather ideas as to how the OSL may increase capacity based on current resources. He reiterated that the FLETC has great capability. The FLETC conducts needs assessments, develops training around those assessments, delivers training, evaluates the training, and modifies the training based on those evaluations. He first asked members to define capacity -- whether it means going to the same number of places and reaching more students, going to more places with the same number of students, or a combination of the two. The members discussed ideas and provided comments on capacity based on their experience through their agencies or associations. The majority agreed that it is not only the number of students trained, but the impact on the students. Partnering with other agencies and associations, particularly the Regional Community Policing Institutes (RCPI's) and the POST's, is a huge benefit. Strategically planning to maximize training delivery, such as developing web-based training or turning training delivery over to the academies (direct delivery too expensive in terms of resources) is another alternative. The members worked in teams to formalize the recommendations below.

- Address new and current trends impacting law enforcement. Oftentimes, agency leaders are looking for ways to address resolving issues without reinventing the wheel. For example, one that stands out is the Emergency Management Assistance Compact (EMAC) response to the victims of Hurricane Katrina in Louisiana and Mississippi. A Federal agency was responding to that area. A lot of agents did not know that if they were not summoned by someone in authority, then they would not be reimbursed for their response; thus, many of the agents spent thousands of dollars and were not reimbursed for it as a result.
- Increase opportunities with law enforcement associations to deliver training in their particular area of specialization. At a gathering of individuals in a specialized area, perhaps the FLETC could deliver that kind of training in partnership with them. As an example, the New Mexico Sheriffs' and Police Association gathers every year for an annual training conference with 300-400 people. The association rents a hotel, the meeting space, and everything else. FLETC would take over the training component, thus, complementing the state associations and what they are already doing.

- Centrally develop a professional curriculum to get the message out, and then use regional and state partners to deliver the message. Mr. Peed has seen the effectiveness of this method, with the outcome being thousands of people trained within a few months. So, use the FLETC's expertise assembling the expert adult curricula, and then use professional trainers like state academies.
- Reserve technical training through direct delivery for the FLETC on-site. Use the FLETC facilities for the very technical subject matter. Then, outsource or partner with other training departments or entities to deliver training that does not have the technical component. Strategically plan what core training topics will be presented that are unique to the FLETC. Keep the core, but allow the capacity to add additional topics per year. Limit the topics so that it can be done well. Perform follow-up analysis to determine success or failure of the program and adjust as needed.
- Create and promote a standardized, uniform curriculum. Determine focus/ requirements for each, and then delegate that basic and introductory training that is not a part of specialized facility-needed training. Manage the delivery of the curriculum through oversight of instructors and annual competency reviews, so the focus is on maintaining their capabilities and monitor the extent to which they actually conduct the training. If they do not report regular use, then they are no longer eligible to be certified trainers and are removed from the list.
- Identify a regional strategy to train. Identify regional training officers. Adopt existing grants and training needs assessments. Pilot this approach in progressively soft states first (those POST agencies open to new training partnerships/ opportunities).
- Commit to consistent professional development through memoranda of agreement, because of the point made about repetitive training. Law enforcement at the street level is always recruiting new people, and thus, that training is always going to be pertinent. If the training is pertinent, officers will find the time to attend.
- Partner with the POST agencies, but identify those classes that should be trained within the POST because of state statutes. Do train-the-trainer classes so the training continues, even if the Federal funding goes away.
- Coordinate, plan, and deliver training with those unique associations (like tribal) that do it on a daily basis. Many times, they have data on training needs, and performance can easily be measured by closing those particular training gaps.
- Identify the FLETC's unique subject-matter capabilities where a national perspective adds maximum value for state and local training. There exists a decentralized system for American policing with over 18,000 agencies. There is value in creating a consistent training message, which is why direct delivery from Federal agencies is pertinent. Sometimes locals or states may not be pushing what needs to be pushed. The dilemma is reconciling those two delivery approaches. Mr. Mitchell agreed with this adding that the Federal Government

needs to focus on the national priorities and make sure that we are pushing them out. If that means direct delivery or whatever it takes, then that is a Federal responsibility to make that as available as possible. State and locals have requirements that are just as critical to their jobs that may not have anything to do with homeland security. It is a delicate balance, and partnering with the POST agencies can help with that balance. Director Patrick commented that the FLETC will have a new on-line digital studio ready by the end of this month. This studio gives the FLETC new capacity and new capabilities that it did not have before, in terms of being educational. It is web-based and will be available to anyone who has a computer.

Mr. Baragiola thanked the members for their concepts to increase capacity. The next step is to prioritize them, ask guiding questions, and look at possible resources (current versus need) to implement some of these. He challenged the members to think about the concepts discussed, and be prepared to discuss them in more detail at the next meeting.

Mr. Jones called on Mr. Santoro to give the members a quick update on training trainers since all his programs are train-the-trainer. Mr. Santoro is a huge advocate of train-the-trainer programs; however, there are a few negatives. First, the class size must be limited to no more than 30 to effectively apply the student-centered learning. During the course of the Domestic Violence Instructor Training Program, the students actually deliver the curriculum to their fellow students, so that the FLETC staff can evaluate whether the students are going to be delivering it in a way that is consistent with the FLETC standards. Mr. Santoro acknowledged that we should be assessing adjunct instructors. How we go about that, with current resources, is up for discussion.

Training Gaps (facilitated discussion)

Malcolm Adams, Chief, State and Local Programs Division, FLETC

Mr. Adams facilitated this segment. The members were asked to identify training gaps from their associations' perspective and submit them to the FLETC prior to the next meeting. Discussions on these topics follow.

Computer and digital forensics

- The FLETC does offer some computer forensic training programs, many of which are exportable.
- Mr. Bradley mentioned that one of the issues is the sensitivity of the data which needs to be accessed for the training. Dummy data is needed for the training; however, the data banks do not exist. He commented that it would be very beneficial to state and local law enforcement if the FLETC had the capacity to generate a population of dummy forensic data so that community colleges and others would be able to use that dummy data, load it, and then train non-secure people how to use it, access it, etc. Even if it could only be contracted out with a format to generate it, then other entities could train forensic inquiry on unsecure information.
- Chief Rittreiser said that as campus police, they receive assistance from their college's Information Technology (IT) staff. Campus IT departments could be a huge resource.

- Lieutenant Herriott stated that this and all the training gaps are going to differ depending on the size of the department. Small agencies may only need computer forensics once or twice, while larger agencies need it more often.

Drug addiction driven crimes

- Drug addicted criminals have different motivation than other criminals. The drugs have control. What can law enforcement do to expect a different result? Tactics used now are not working.
- Mr. Baragiola recommended a best-practices type of approach, gathering data about how other agencies address this problem with results.
- Chief Ness commented that North Dakota has had an initiative for approximately three years where a mental health group sponsored training. Different agencies were trained, including law enforcement. They address how to deal with either drug addiction problems or mental health issues. Most homeless people have these kinds of problems, as well as people in prison.
- Mr. Peed suggested that communities need to have comprehensive strategies, not just a law enforcement strategy.
- Mr. Herraiz talked about funding for communities through the Mentally Ill Offender Treatment Act.
- Director Patrick mentioned another problem, which was about sexual predators who are now finding themselves with monitoring devices, but without money for batteries the devices go dead. Law enforcement has to put warrants out for their arrest because they do not check in. Now they are congregating as a group, a kind of community of sexual predators. Many of these predators are mentally ill.
- Chief Ness responded that North Dakota formed a task force to deal with these issues and is starting up a monitoring system. It is very labor intensive because the monitoring devices give a lot of false positive readings, requiring a lot of labor to respond to all those calls. They are moving slowly.

Fraudulent documents

- The FLETC's Forensic Investigation Division has a 2-4 hour block that they present on training fraudulent documents. Immigration and Customs Enforcement also trains their personnel on this topic.
- Mr. Baragiola commented that this program would relate to the 287(g) program.
- Dr. Sandra Webb recommended we look at the for-profit vendors who can do this type of

training. The issue would be identifying legitimate training. Chief Elg commented that he and other chiefs with whom he has spoken would rather attend government sponsored training because it is much cheaper than for-profit training. They can train more officers because the training is cheaper. He said that we should not avoid seriously looking at a topic just because there are for-profit vendors providing the service since a large number of agencies cannot afford to utilize them.

- Major Smith informed the group that Florida has a document authentication device at every driver's license office in the state, as well as bail investigations offices, Regional Domestic Security Task Force (RDSTF) offices, and the Florida Highway Patrol Bureau Investigation offices. The device captures, analyzes, and processes driver's licenses, IS 94 forms, and a plethora of different identification documents. It is coded to recognize driver's licenses from all 50 states, as well as an array of different documents. It can store information so that it gives a red flag if the document is fraudulent. Florida wants to expand this initiative to their seaports as well.
- Director Patrick asked if the majority of state and local officers have access to electronic data from their vehicles. Chief Burack, in a rural county with 21 small departments, commented that almost every agency has mobile data from the car. The dilemma is the silos of information and data interruptability is still horrible. Lieutenant Herriott said their smaller departments have it as well as the larger departments. Chief Ness said they have been working on this and getting better. They are now able to bring their records management system into the car on the data side. Chief Rittereiser confirmed that campuses have a system of mobile data in their cars. In their county, they have all their records management systems consolidated and are now working on a system called LINKS.

Major case investigations - investigative skills, media releases, relationships with other agencies

- Mr. Adams mentioned that the FLETC has a Criminal Investigation Training Program that is 10-weeks long.
- Mr. Peed acknowledged that the Police Executive Research Forum (PERF) had a good model on sniper investigations.
- Director Patrick said that the Institute for Intergovernmental Research (IIR) has an excellent program.
- Chief Burack added that the “feds” have special expertise in complex investigations. Small local rural departments (OSL's market) do not have this capacity, thus it would be a good match because the expertise is going to the consumer who needs it.

Immediate action/crisis response/active shooter or active threat

- The OSL's First Responder Training Program has a module on workplace violence and active threat.

- Previously, the FLETC partnered with Texas State University in San Marcos to deliver the Advanced Law Enforcement Rapid Response Training (ALERRT) program.
- The FLETC's Enforcement Operations Division is developing an Active Threat Training Program as part of the basic Law Enforcement Training Program. There are many for-profit companies that also offer this training.
- Lieutenant Herriott stated that this topic can be broken into two parts -- the tactical response, which is needed by law enforcement, and understanding why it happens (how the mind works, such as in the Virginia Tech situation).

Mr. Adams summarized the remaining topics due to time and solicited comments on them. They included technology overview (computer technology, interoperability, information); ethics and professional conduct; ethics and integrity training; officer safety and survival training; administration; violent criminal activity as gang initiation; investigative strategies for identity theft; role of the police officer in community-based corrections; leadership and management (training for middle managers, time management, team building, listening skills, and supervision for first and second level supervisors).

Chief Elg commented on officer safety and survival. He stated that many officers are now being killed or injured in vehicle crashes. He was impressed with the driving simulators he saw on the FLETC tour. He thinks it would be helpful to law enforcement if the FLETC could do a road show with the vehicle simulators. He suggested taking two or three simulators in a customized tractor-trailer across the country to train one department for eight hours, and then drive it to the next department.

Chief Ness said we need to consider the increased number of officers committing suicide after a particular situation. She does not believe we are training our officers to psychologically prepare them for some of the major cases they are suddenly faced with in their daily activities. Mr. Adams informed her that we just added a critical incident stress management case to our First Responder Training Program to address that topic.

Mr. Adams asked the members to look at the training gaps and send comments back to Ms. Fischer regarding any knowledge they have about the topic (best practices, training initiatives, etc). Ms. Fischer will consolidate and forward back to all members for us to discuss at the next meeting. Please include any comments you have about any of the topics, as well as a sense of priority for these training gaps and training topics. Feel free to add any topics you think would be beneficial for discussion.

OSL Advisory Committee

Seymour Jones, Deputy Assistant Director, OSL, FLETC

Mr. Jones asked the committee for input regarding their role as advisory committee members. He asked them whether or not the committee is doing what it should be doing, especially as it relates to the committee charter and with the OSL mission and goals.

He reiterated that each member's role is to speak on the association's behalf that he/she represents or from their own experience if they do not represent an association on the committee. We know of no other committee for this purpose that is as productive and active as this one. The committee's feedback is evidence of active member participation and contributes to the FLETC's success in training state and local law enforcement.

The FLETC's role is to keep the lines of communication open. For instance, the committee charter is up for renewal in the Spring of 2008. The OSL will begin working on it soon and notify members of any changes in terms of representation or policy. He asked for their input as to whether the OSL should continue meeting twice a year, have subcommittee meetings, virtual meetings, or leave it as is. No one had recommendations for change.

The OSL does want to increase consultation and interaction with the members, as appropriate. This office will ask for member participation in curriculum development and review conferences, and other times when the need is warranted.

Open Discussion

Lieutenant Herriott reminded Mr. Jones about the leadership discussion at the last meeting and about pushing departments (through training) to open more opportunities for women and other diverse areas. Mr. Jones guaranteed her that this training was going to happen. It will be a matter of whether we have funding for delivery, because we already have a division that can support that effort. It is just a matter of incorporating it into the state and local portfolio.

Chief Rittreiser offered his perspective on what contributes to the success of the OSLAC.

- One is the cross-section of people represented on the committee. It is an amazing group. He praised the thought process in getting this committee together with a good cross-section of law enforcement and training-related individuals.
- He has been involved in committees throughout his 25 years of law enforcement. The feedback that the members receive as an advisory group on this committee testifies that their advice is taken seriously by the FLETC.
- He commended the FLETC staff for taking time to attend the committee meetings. When he sees them, he is reminded of all the "ground troops" out there delivering the training programs, which means a lot to him as a Chief of Police.

Chief Ness said that if there was anything that they needed to be doing in between meetings that would facilitate the whole process, just let them know.

Lieutenant Herriott recommended that we may want to institute a consistent process for the members to survey their organization for helpful information, as a means of background research to help on the committee. Mr. Haynes agreed and added that IACP has over 20,000 members that he could poll for information. Mr. Jones told them that we would take it under advisement.

**Advisory Committee to the Office of State and Local Training
Federal Law Enforcement Training Center (FLETC)
Department of Homeland Security
April 25, 2007 – Summary of Meeting
Brunswick, Georgia**

Attendees

Committee Members and Representatives

Eric Fagerholm, Acting Assistant Secretary, Office of Strategic Plans, Department of Homeland Security (DHS) Co-Chair
Domingo Herraiz, Director, Bureau of Justice Assistance, representing the Department of Justice (DOJ) Co-Chair
Carl Peed, Director, Community Oriented Policing (COPS) Office, DOJ
Charles DeVita, Director of Training, Immigration and Customs Enforcement (ICE), DHS
Sue Leeds, Chief, National Law Enforcement Training Office, on behalf of Kim Thorsen, Department of Interior
Gary Edwards, Chief Executive Officer, National Native American Law Enforcement Association (NNALEA)
Leroy Smith, Major, Florida Highway Patrol, representing State and Provincial Division, IACP
Cynthia Herriott, Lieutenant, City of Rochester, NY, representing National Organization of Black Law Enforcement Executives (NOBLE)
Ray Leyva, Captain, representing Hispanic American Police Command Officers' Association (HAPCOA)
Vivian Lord, Chair, Criminal Justice, University of North Carolina-Charlotte, representing Academy of Criminal Justice Sciences (ACJS)
Patrick Bradley, President, International Association of Directors of Law Enforcement Standards and Training (IADLEST)
Andy Mitchell, Assistant Deputy Administrator, Federal Emergency Management Agency (FEMA)
Steve Rittreiser, Chief of Police, Central Washington University, representing International Association of Campus Law Enforcement Administration (IACLEA)
Jim Burack, Chief, Milliken, CO, Police Department, representing Police Executive Research Forum (PERF)
Christopher Elg, Chief of Police, West Monroe, LA, Police Department, representing State Division (IACP)
Larry Haynes, Director of Training, International Association of Chiefs of Police (IACP)
Sal Baragiola, Undersheriff, Bernalillo County (New Mexico), consultant for local law enforcement
Deborah Ness, Chief of Police, Bismarck (North Dakota), consultant for local law enforcement and the Northern Plains States

Federal Law Enforcement Training Center

Connie L. Patrick, Director, FLETC
Cynthia J. Atwood, Assistant Director, Field Training Directorate (FTD), FLETC
Phil Callicutt, Sr. Policy/Project Analyst, FTD, FLETC
Seymour Jones, Deputy Assistant Director, OSL, FLETC
Malcolm Adams, Chief, State and Local Programs Division (SPD), OSL

Ron Dionne, Assistant Division Chief, SPD, OSL, FLETC
Delia Anderson, Training Technician, SPD, OSL, FLETC
Scott Santoro, Program Specialist, SPD, OSL, FLETC
Jim Creighton, Program Specialist, SPD, OSL, FLETC
Denise Franklin, Chief, Training Support Division (TSD), OSL
Reba Fischer, Program Analyst, (Designated Federal Officer), TSD, OSL, FLETC
Chad Ireland, Operations Specialist, TSD, OSL, FLETC
Margaret Sullivan, Operations Specialist, TSD, OSL, FLETC
Carol Wood, Support Services Specialist, TSD, OSL, FLETC
Dennis Keith, Chief, Computer and Financial Investigations Division (CFI), FLETC
Carl Milazzo, Chief, Legal Division, FLETC
Brad Smith, Deputy Assistant Director, Training Directorate, FLETC
Rexford Huddy, Chief, Resource Management Branch, Firearms Division, FLETC
Clay Rogers, Instructor, Behavioral Science Division (BSD), FLETC

Guests

Germaine Perambo, Special Agent, FinCEN
Sandra Webb, Deputy Director, COPS, DOJ
Edna Johnson, Chief, Brunswick, GA, Police Department
Tobe Green, Capt, Brunswick, GA, Police Department

**Advisory Committee to the Office of State and Local Training
Federal Law Enforcement Training Center
Glynco, Georgia
April 25, 2007**

Agenda

Wednesday, April 25, 2007

Welcome / Introductions

8:00 a.m.

Seymour Jones, Deputy Assistant Director, OSL, FLETC

Opening Comments

Connie Patrick, Director, Federal Law Enforcement Training Center

Eric Fagerholm, Acting Assistant Secretary, Office of Strategic Plans, DHS Co-chair

Domingo Herraiz, Director, Bureau of Justice Assistance, representing the DOJ Co-chair

Remarks

Cynthia Atwood, Assistant Director, Field Training Directorate, FLETC

OSL Update / Committee Feedback

Seymour Jones, Deputy Assistant Director, OSL, FLETC

Intelligence Training

Dennis Keith, Chief, Computer and Financial Investigations, FLETC

Use of Force Training

Carl Milazzo, Chief, Legal Division, FLETC

OSL Advisory Committee

Seymour Jones, Deputy Assistant Director, OSL, FLETC

Photo

Lunch (Millhouse Restaurant)

Capability and Capacity (facilitated discussion)

Malcolm Adams, Chief, State and Local Programs Division, FLETC

Sal Baragiola, Undersheriff, Bernalillo County (NM) Sheriff's Office

Training Gaps (facilitated discussion)

Malcolm Adams, Chief, State and Local Programs Division, FLETC

Open Discussion

Closing Remarks

Depart

3:30 p.m.
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