

**State and Local Training Advisory Committee – Summary of Meeting**  
Federal Law Enforcement Training Center, Department of Homeland Security  
September 2, 2009  
Brunswick, Georgia

**Executive Summary**

Mr. Seymour Jones, Deputy Assistant Director, Office of State and Local Training (OSL), Federal Law Enforcement Training Center (FLETC), opened the meeting, welcomed all members, and facilitated introductions. Opening remarks were provided by Mr. Brian Beckwith, Assistant Director, Washington Operations, FLETC; Mr. Ted Sexton, Assistant Secretary for the Office of State and Local Law Enforcement, Department of Homeland Security (DHS); Ms. Pam Cammarata, Associate Deputy Director, Bureau of Justice Assistance (BJA), Department of Justice (DOJ); and Mr. Kenneth Keene, Deputy Director, FLETC.

Mr. Jones briefed the State and Local Training Advisory Committee (SALTAC) on the OSL's new intelligence-led policing program, e-learning initiatives, cold case seminars, tribal law enforcement training needs conference, and strategic plan. He also facilitated discussion regarding the SALTAC's co-chair structure and the frequency of SALTAC meetings.

Mr. Charles Daenzer, Chief, Rural Policing Institute (RPI), OSL, briefed the members on the status of the RPI.

Dr. Sandra Webb, Deputy Director of Support, Community Oriented Policing Services (COPS) Office, and Ms. Billie Coleman, Policy Analyst, COPS Office, briefed the members on the rural law enforcement training needs assessment that the COPS Office is conducting through an interagency agreement with the FLETC.

Lieutenant Debbie Mealy, Ph.D., Deputy Director, Washington State Criminal Justice Training Commission, briefed the members on the activities of the RPI Subcommittee of the SALTAC.

There was a period of open discussion. Members discussed the role of the SALTAC's co-chairs and the frequency of SALTAC meetings.

Closing remarks were provided by Ms. Cammarata and Mr. Beckwith.

The next meeting is scheduled for April 22, 2010.

The list of attendees and agenda are attached. PowerPoint presentations are on file in the Office of State and Local Training.

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**Welcome and Introductions**

Mr. Seymour Jones called the meeting to order at 8:00 a.m. on September 2, 2009. He welcomed everyone present and stated that the meeting would be facilitated by Mr. Malcolm Adams, Chief of the OSL's State and Local Programs Division (SPD).

After making several administrative announcements, Mr. Adams solicited the Committee members' approval of the minutes from the October 2008 meeting. A motion for approval was made and seconded, and the minutes were approved. Mr. Adams then asked the Committee members to introduce themselves, followed by all others in attendance. He invited Mr. Brian Beckwith, Assistant Director of the FLETC's Washington Operations; Mr. Ted Sexton, Assistant Secretary for State and Local Law Enforcement, DHS; and Ms. Pam Cammarata, Associate Deputy Director of the BJA, DOJ, to deliver their opening remarks.

**Opening Remarks**

**Mr. Brian Beckwith, Assistant Director, Washington Operations, Federal Law Enforcement Training Center**

Mr. Beckwith began by welcoming the Committee members on behalf of Director Connie Patrick. He thanked them for their presence and for lending their expertise and advice, especially with respect to the RPI.

Mr. Beckwith discussed several initiatives that impact how the FLETC delivers training. He explained that the FLETC is hopeful that Congress will approve changes to the definition of rural as specified in the legislation establishing the RPI, which will enable the RPI to reach a greater number of rural departments in the United States. Mr. Beckwith stated that the new definition would coincide with the definition in section 210(c) of the Homeland Security Act of 2002, 6 USC 124 (j), which defines a rural area as any area outside of a metropolitan statistical area and also any area located in a metropolitan statistical area that serves a jurisdiction with a population lower than 50,000.

Mr. Beckwith stated that the FLETC is close to finalizing a contract for the delivery of e-learning to rural departments and other OSL customers. He emphasized the importance of this training being POST-certified, because it makes training more worthwhile for rural and tribal departments. He also described the FLETC e-learning portal initiative, which the RPI has funded.

Mr. Beckwith stated that the FLETC has entered into an agreement with the COPS Office to conduct a needs assessment. More information will be presented later in the meeting.

Mr. Beckwith reported that under the new administration, the FLETC is considered a support component of the DHS. However, he explained that the Director, the Deputy Director, and other FLETC senior staff believe strongly that the FLETC should be an operational component, which makes a significant difference within DHS in areas such as personnel and budget. Mr. Beckwith

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stated that because the FLETC's mission is to train those who perform a law enforcement mission, the FLETC is addressing this issue with the Deputy Secretary and the Secretary's Office.

Mr. Beckwith reported that there have been changes within the OSL and the RPI. Specifically, in a recent realignment, the Director moved the OSL under the Washington Operations (WO) Directorate, with the RPI becoming a division within the OSL. In addition, the FLETC's Special Investigations Division was moved under the WO. Mr. Beckwith explained that the WO has duties relating to Congressional affairs; is a conduit and liaison with DHS, Congress, and the partner organizations that train at the FLETC; and is responsible for international training. He stated that moving the OSL and RPI under the Washington Operations elevates the stature of the RPI within the FLETC structure, in addition to granting it the benefits of connectivity and access to relevant parties, such as the Bureau of Justice Assistance (BJA), the COPS Office, DHS, and Congress. He explained that this enables the WO to keep these entities engaged and in the loop on the OSL's activities.

Mr. Beckwith further reported on management changes within the OSL. He stated that Mr. Ron Dionne, who did an exemplary job as Acting Chief of the RPI, has moved to the Training Methodologies Branch, which is engaged in delivering training to new generations of students. Mr. Beckwith indicated that the FLETC is excited to have Mr. Dionne's dedication, effort and vision in this area to help guide instructional staff in the Train 21 endeavor. Next, Mr. Beckwith reported that Mr. Ed King, previously of the Training Methodologies Branch, is the new Division Chief in the OSL's Training Management Division. He stated that Mr. King brings a great deal of experience and the FLETC is excited to have him in this position. Finally, Mr. Beckwith stated that Mr. Chuck Daenzer was assigned to the OSL from the Counterterrorism Division as the new Division Chief of the RPI. Mr. Beckwith indicated that Mr. Daenzer will brief on the RPI later in the meeting.

Mr. Beckwith thanked the Committee again on behalf of the Director and stated that he looks forward to getting to know the members and working with them.

### **Mr. Ted Sexton, Assistant Secretary for Office of State and Local Law Enforcement, Department of Homeland Security**

On behalf of Secretary Napolitano, Mr. Sexton thanked the Committee members for their participation on the SALTAC. He stated that as he has traveled around the country over the past 20 months, he has observed that one of the most frequently discussed issues is the need for training. Mr. Sexton indicated that given the current fiscal climate, state and local departments are looking for cost effective ways to provide training, such as through webcasts and direct delivery of training to local areas.

Mr. Sexton provided an update on the DHS. He stated that under the new administration, Secretary Napolitano, a former governor, is very involved in and concerned about state and local government, and particularly state and local law enforcement. Mr. Sexton reported that during her first days as Secretary, Ms. Napolitano issued 16 action directives, asking for raw data from the

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field on issues such as DHS's collaborative involvement with stakeholders, unmet needs, information-sharing, and training.

Continuing to update the Committee on DHS's current situation, Mr. Sexton reported that President Obama has ordered a 60-day evaluation of the Homeland Security Advisory System. Mr. Sexton stated that his office has been very involved with obtaining feedback on this system from state and local law enforcement, specifically the fire service, disability, and education components.

Mr. Sexton stated that on December 31, 2009, Real ID will take effect. He explained that this law, which was passed five years ago, sets the standards for driver's license identification methods, and establishes the needed documentation to board an airplane, which is a requirement that most states do not currently meet. Mr. Sexton reported that Secretary Napolitano is currently working with Congress to extend Real ID into the statutory authority of Pass ID. However, he stated that if Real ID takes effect, approximately 45 million people will not be able to board commercial airlines beginning December 31, 2009. Consequently, Mr. Sexton indicated that this is currently a high priority problem.

Mr. Sexton continued by stating that the Southwest and Northern borders are very high priorities, particularly as they relate to dealing with immigration, illegal drugs, and human trafficking. He stated that Mr. Gary Edwards and the National Native American Law Enforcement Association (NNALEA) have been active in this area.

Mr. Sexton reported that another high priority issue for the DHS has been addressing an order from Congress to evaluate the efficacy and feasibility of law enforcement deployment teams to help restore order during a natural or other crisis situation. He stated that he has discussed this issue with Sheriff Larry Amerson, NSA representative on the SALTAC, who pointed out the need to address the resource typing issue to ensure a standard language across the country. Mr. Sexton indicated that this is particularly prevalent in the fire service. In addition, he stated that his office has been working with the Federal Emergency Management Agency (FEMA) to come up with resource typing in the event of a hurricane this season. He noted that this involves deciding on specific wording to be used in Emergency Management Assistance Compact (EMAC) agreements.

Mr. Sexton stated that Secretary Napolitano conducts regular meetings with stakeholders. He noted that a number of advisory boards have been formed, which include representatives from the SALTAC members' organizations.

Mr. Sexton reported that his office is currently involved in an unmanned aerial vehicle pilot project with the Los Angeles Police Department, the Los Angeles Sheriff's Department, and the Los Angeles Fire Department, in conjunction with DHS's Science and Technology component. Mr. Sexton stated that DHS continues to work on expedited clearance issues, specifically Suspicious Activity Reporting (SARS). In addition, he explained that the DHS is urging departments and associations to participate in fellowship programs offered by National Counterterrorism Center (NCTC), Intelligence and Analysis within the National Operations Center, and the El Paso Information Center (EPIC).

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Mr. Sexton reiterated that training is a top issue for the DHS. He reported that the DHS has cataloged all training available to state and local law enforcement through the 22 DHS components in a document called DHS 101. He asked the members to notify his office if they identify any needed updates to this document.

Mr. Sexton continued by reporting that information-sharing, and particularly fusion centers, continue to be a very high priority issue for the DHS. He indicated that this issue was discussed during a recent meeting between the DHS and DOJ, facilitated by Director Mueller, at which most of the SALTAC members' organizations were represented. Specifically, Mr. Sexton reported that there was much discussion at this meeting about what can be done to ensure that information reaches officers on the street.

Mr. Sexton concluded by stating that Secretary Napolitano has issued a management directive that outlines and defines the relationship between the Office of State and Local Law Enforcement and other DHS components. He explained that there is a need to ensure information-sharing across the 22 components of the DHS so that there is a single point of communication to reach state and local law enforcement departments.

### **Ms. Pam Cammarata, Associate Deputy Director, Bureau of Justice Assistance (BJA), Department of Justice, representing the DOJ Co-chair**

On behalf of DOJ, Ms. Cammarata thanked the SALTAC members for their participation. She stated that Ms. Laurie Robinson is the Acting Assistant Attorney General and official co-chair of the Committee. Ms. Cammarata conveyed Ms. Robinson's support for the FLETC and for state and local law enforcement.

Ms. Cammarata proceeded to update the Committee on the DOJ. She reported that the BJA also has an acting director, as does the COPS Office.

Ms. Cammarata explained that DOJ has had a busy year because of the Recovery Act, and described funding it received through this Act. She reported that the COPS Office received \$1 billion to fund 5,000 sworn officer positions. The DOJ received \$2 billion for the Justice Assistance Grant program, which is a formula-based grant program for state and local law enforcement. Ms. Cammarata reported that the DOJ received an additional \$125 million for the Edward Byrne Memorial Program, which is a competitive and discretionary program for state and local law enforcement. In addition, Ms. Cammarata indicated that the DOJ received \$30 million to distribute to agencies for the purpose of combating criminal narcotics activity along the Southern border. The DOJ also received \$225 million for construction of tribal facilities. Finally, Ms. Cammarata stated that DOJ received \$125 million for assistance to rural law enforcement to combat crime and drugs. She explained that the DOJ was required to quickly devise a definition for rural, which it did through discussion with the FLETC and other stakeholders. Ms. Cammarata stated that the demand for funding through this program was high, and she has experience to share about the solicitation process, particularly because many agencies were applying for grant funding for the first time.

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Finally, Ms. Cammarata stated that the DOJ receives more demand than money available, which the COPS Office has also experienced. Specifically, she stated that the COPS Office received \$8.3 billion in requests with only \$1 billion to disburse.

### **Kenneth Keene, Deputy Director, Federal Law Enforcement Training Center**

On behalf of Director Patrick, Mr. Keene thanked the SALTAC members for their attendance. He stated that this forum plays a critical role in helping the FLETC OSL offer training to officers who would not otherwise be able to receive it. He reiterated how much the FLETC values the members' input.

Mr. Keene indicated that the FLETC is very excited about the RPI initiative. He stated that the RPI legislation came out of Colorado and will provide \$20 million over five years. Mr. Keene affirmed that the FLETC aims to provide POST-certified training because there are limited dollars with which local agencies must meet certain standards.

### **Briefings and Discussions**

#### **Mr. Seymour Jones, Deputy Assistant Director, Office of State and Local Training, Federal Law Enforcement Training Center**

Mr. Jones directed the members' attention to a document in Tab 3 of their binders, which listed the SALTAC members' feedback and recommendations from the past several years. He noted that the OSL does act on the SALTAC's recommendations, and that when it is unable to carry out members' recommendations, it is usually because of circumstances over which the OSL has no control.

Mr. Jones proceeded to update the members on the OSL. He recalled the briefing at the last SALTAC meeting on the development of an intelligence-led policing curriculum and reported that the OSL will deliver a pilot program on this topic on December 1 and 2. Mr. Jones stated that several SALTAC members were instrumental in providing information and subject matter expertise that helped the OSL develop this program. Mr. Jones affirmed this program's importance because it is specifically required in the RPI legislation.

Mr. Jones stated that the OSL recognizes the importance of engaging in blended learning, and noted that Mr. Daenzer will speak later in the meeting about how the RPI is beginning to engage in distance learning. Mr. Jones stated that this is the direction that both the public and private sectors are moving in the United States, particularly because it is cost-effective. Mr. Jones noted that the FLETC is developing an e-learning portal, but that in the meantime, the OSL is taking measures to provide other web-based training through existing vendors. Specifically, he reported that the OSL currently is distributing 500 Law Enforcement Training Network (LETN) subscriptions to state and local law enforcement officers.

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Mr. Jones reported that the OSL has delivered two cold case seminars in partnership with the Naval Criminal Investigative Service (NCIS). He stated that both were successful, and that this was the sort of partnership the SALTAC has been encouraging the OSL to undertake. The first seminar took place in Brunswick, Georgia, and trained 185 students from 17 states. The second seminar occurred in St. Augustine, Florida, and trained 251 students from 30 states. Mr. Jones stated that the OSL plans to deliver three cold case seminars next year, again in partnership with the NCIS. They will be held in San Diego, California; Chicago, Illinois; and Newport, Rhode Island.

Mr. Jones stated that the OSL is committed to addressing tribal training needs. He noted that he has had many conversations with Mr. Gary Edwards, who is one of the more vocal stakeholders in the development of tribal law enforcement strategies. Mr. Jones indicated that the RPI, in particular, will address tribal training according to this sector's unique needs. Mr. Jones reported that the OSL conducted a tribal law enforcement training needs conference on May 19, 2009, which brought together training managers, subject matter experts, and stakeholders from the tribal law enforcement community, including the Federal Bureau of Investigation (FBI), the COPS Office, and the Bureau of Indian Affairs (BIA).

Mr. Jones updated the SALTAC on the OSL's strategic plan, which he stated could be found in Tab 5 of the members' binders. He reported that the Director approved the plan on February 11, 2009, and that the OSL proceeded with developing action plans. Mr. Jones explained that the OSL has formed action teams for each of the four goals, which are led by team leaders and guided by the four division chiefs, who serve as champions. Mr. Jones stated that all OSL staff members have participated in furthering the objectives of the strategic plan.

Mr. Jones discussed the SALTAC charter, which he stated could be found in Tab 6 of the members' binders. He reported that the current charter will expire on March 27, 2010. The OSL will soon make recommendations to the Secretary of Homeland Security on what the new charter should look like. He stated that the OSL does not anticipate dramatic changes, but he would like the SALTAC members' input. Specifically, Mr. Jones suggested evaluating the present structure of having co-chairs from the DHS and the DOJ. He stated that the SALTAC is served by people in high-level positions, such as Assistant Secretary Sexton and an Assistant Attorney General from DOJ. Although the OSL wants to maintain representation from high-level positions, it is often difficult to get these two people to the meetings, given their enormous responsibilities.

Mr. Jones asked the SALTAC members for their recommendations on retaining the current structure, changing it to consist of only one chair, rotating chairs among agencies, or changing it in another way. Mr. Sexton suggested that the structure remain in its current state because the OSL is answering to the DHS, but it is also involved heavily with DOJ and other components of government. He commented that both positions give the OSL direct access to high levels in these departments. Undersheriff Baragiola stated that even though these two chairs provide access to high levels in DHS and DOJ, their lack of availability is a concern; however, he does not think that this has limited the benefits that their high stature brings to the Committee. Captain Leyva stated that he agrees with Mr. Sexton that the structure should be left as a dual co-chair with DHS and DOJ. He explained that recognition is gained by having a person of high stature direct a message

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downward about the importance of the OSL, as opposed to a person at a lower level trying to carry a message upward. Mr. Sexton stated that in his position, he deals with everyone sitting at the table. He noted that the kind of communication he has with people like Mr. Edwards is the kind of dialogue needed to solve problems. Captain Leyva added that even when the actual co-chairs are unavailable, they are well represented and the message is still delivered back to their departments. Lieutenant Herriott agreed, explaining that most of the members understood they would not have a lot of interaction with the official co-chairs, but that their offices would be accessible.

The SALTAC recommended that the co-chair structure be left as is.

Mr. Jones discussed the frequency of SALTAC meetings and solicited input from the members. He stated that the OSL has the capacity to continue to hold meetings twice a year. Dr. Webb stated that meeting less frequently than twice per year would result in a loss in continuity. Lieutenant Herriott expressed her agreement, and stated that depending on what topics are being addressed, it might be beneficial to meet more frequently, such as by conference call. Undersheriff Baragiola suggested that the OSL provide a midyear update in electronic format to the Committee members between meetings. Captain Leyva added that he would support a trimester system in which the first and third meetings are on-site and the second is virtual. Captain Leyva reasoned that this would allow for more timely action on some items. Ms. Cammarata agreed with this approach.

Finally, Mr. Jones addressed the issue of membership expiration. He stated that on April 30, 2010, the nonfederal representative memberships will expire. He advised the members that they should inform their organizations that they will either need to re-nominate the current members or nominate new representatives. Mr. Jones stated that the OSL will send out a notice about this issue. Ms. Fischer asked the members to email the points of contact for their organizations to her.

### **Mr. Charles (Chuck) Daenzer, Chief, Rural Policing Institute (RPI), Office of State and Local Training, Federal Law Enforcement Training Center**

Mr. Daenzer stated that his presentation will address the requirements of the RPI legislation, what has been accomplished thus far, and future plans for the RPI.

Mr. Daenzer stated that according to Dr. Ralph Weisheit of Illinois State University, more than 50 million people in the United States live in rural areas. He noted that law enforcement departments in rural areas face challenges unlike those faced by larger departments. For example, he explained that they often have inadequate funding and staffing levels, as well as challenges in the areas of recruitment and retention; thus, sending officers to training is difficult.

Mr. Daenzer reported that he recently attended a summit with 60 small town and rural chiefs and sheriffs in Tulsa, Oklahoma. He stated that one important topic of discussion was that by the time rural agencies train new officers, they are often recruited by county agencies that can pay higher salaries. He stated that this is a framework from which to view the challenges rural agencies face.

Mr. Daenzer stated that Public Law 110-53 directed the Secretary of Homeland Security to establish the RPI to be administered by the FLETC. Mr. Daenzer stated that the first requirement

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of this law is for the RPI to evaluate the training needs of law enforcement and emergency responders. He explained that the members would receive a much more in-depth presentation on this item later in the meeting from Dr. Webb and Ms. Billy Coleman of the COPS Office. Second, Mr. Daenzer stated that the law requires the RPI to develop training based on this needs assessment. Third, it requires the RPI to deliver training. Finally, Mr. Daenzer stated that the legislation requires the RPI to conduct outreach, which he believes is a key component.

Mr. Daenzer described the issue of the definition of rural. He explained that the current language in the legislation only allows the RPI to reach approximately 16% of rural agencies in the United States, because it is limited to agencies located in areas outside of metropolitan statistical areas (MSAs). He explained that this is a problem because there are many small jurisdictions within large MSAs that are not eligible for RPI-funded training according to this definition. Mr. Daenzer stated that language is already prepared to expand this definition to include not only areas outside of MSAs, but also those serving jurisdictions of fewer than 50,000 people.

Mr. Daenzer reported that to address the requirement that the RPI evaluate the needs of rural law enforcement, the FLETC has partnered with the DOJ COPS Office. Although this needs assessment is critical in order to develop training, Mr. Daenzer stated that the RPI is already delivering training based on earlier needs assessments. He explained that in the past, the OSL contracted with Dr. Weisheit to conduct a study of small town and rural law enforcement training needs. In addition, he explained that the OSL contracted with Minot State University in 2001 to further Dr. Weisheit's study. Finally, Mr. Daenzer explained that the OSL has been conducting informal assessments, such as through the tribal conference that Mr. Jones mentioned in his opening remarks. In addition, Mr. Daenzer stated that Mr. Dionne gleaned important information from the POST Directors at the recent International Association of Directors of Law Enforcement Standards and Training (IADLEST) conference.

Addressing the requirement that the RPI develop training, Mr. Daenzer explained that an intelligence-led policing program has been developed for executives, which will be piloted at the FLETC in early December. He stated that the legislation requires the RPI to develop training in three areas in addition to those that might be identified in the needs assessment, including intelligence-led policing, protection of privacy, and civil rights and civil liberties. In terms of privacy and civil rights and civil liberties, Mr. Daenzer stated that the RPI is working with the DHS Office of Privacy, as well as Dr. Ann Crawley from the Civil Liberties Institute.

Mr. Daenzer indicated that the RPI will use blended approaches to learning. He referred to the RPI Subcommittee meeting on September 1, in which the topic of tribal training was discussed. He stated that tribal agencies often do not have computers, so e-learning is often not an option for them. Thus, he indicated it is important to remember that one approach does not work for all agencies.

Mr. Sexton stated that technology is a need the RPI may want to address. Specifically, he pointed out that many tribal agencies do not have access to the National Crime Information Center (NCIC) and that some tribal agencies are not included in the fusion center process. Mr. Sexton indicated that his office is currently having discussions with the DOJ about this topic. Dr. Webb stated that

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under the Tribal Resources Grant Program, tribes can use COPS funds to gain access to the NCIC. Mr. Sexton stated that in some cases the states are denying that the tribal agencies are law enforcement entities. Consequently, Mr. Sexton indicated that the RPI might address jurisdictional issues such as this.

Mr. Daenzer reported that the e-learning portal is a major initiative currently underway at the FLETC. He stated that officers will be vetted via the Regional Information Sharing Systems (RISS). Mr. Daenzer indicated that this portal is intended to be operational by the end of 2009; work is underway for content development. In the interim, the OSL has a contract with the Law Enforcement Training Network (LETN), through which the OSL has distributed approximately 350 e-learning subscriptions. Mr. Daenzer explained that Program Specialist Bruce Miller has been contacting small town and rural agencies to distribute these subscriptions. In addition, Mr. Daenzer noted that a new distance learning contract will be awarded shortly.

In the area of training delivery, Mr. Daenzer reported that upon implementation of the RPI, the OSL was able to take advantage of the training infrastructure it had already created over many years of delivering training to state and local agencies. Specifically, the OSL had already identified training hosts and geographical regions to target for training. In addition, Mr. Daenzer stated that the FLETC's Training Directorate has eight divisions and the FLETC has three field sites, which have a host of center-advanced programs they were able to deliver through the RPI. Mr. Daenzer reported that during Fiscal Year 2009, the RPI delivered 65 training programs to RPI-eligible students.

Mr. Daenzer stated that the RPI is about to finalize its Fiscal Year 2010 training schedule. He pointed out that the RPI is still being staffed, and consequently more training will be delivered in 2010 than was delivered in 2009.

Mr. Daenzer stated that outreach is a key component to the success of the RPI. He explained that in April of 2009, Director Patrick wrote a letter to over 14,000 law enforcement agencies throughout the United States introducing the RPI. In addition, Mr. Daenzer reported that the RPI is implementing a deliberate process for reaching out to the POST Directors. Mr. Miller will coordinate with the POST organizations to help identify their needs for POST accreditation. Mr. Daenzer and his staff will conduct outreach to chiefs and sheriffs by attending conferences, making phone calls, and writing letters. Finally, Mr. Daenzer indicated that the RPI has a website that is continually updated and a dedicated email box that receives unsolicited questions about training, requests for training, and offers to host training.

Ms. Cammarata offered to disseminate information about the RPI and place a link to the RPI website on the DOJ website. Mr. Daenzer responded that this type of coordination and partnership will be an important component of the RPI. He pointed out that Ms. Amy Hughes from the Rural Domestic Preparedness Consortium (RDPC) at Eastern Kentucky University is in attendance, and that the RPI will coordinate training with the RDPC to maximize resources. He also stated the RPI will partner with groups like NNALEA, the International Association of Chiefs of Police (IACP), the National Sheriffs' Association (NSA), and the COPS Office.

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Continuing to report to the SALTAC on the RPI's plans for the next year, Mr. Daenzer indicated that the RPI will hire eight more staff members in Fiscal Year 2010. He also stated that the RPI is very hopeful that the definition of rural will be expanded so that more students can take advantage of available training. Mr. Daenzer reported that the national needs assessment will begin this year, which will be a multiyear longitudinal study. In addition, he stated that the RPI will conduct extensive outreach. Finally, Mr. Daenzer reported that the RPI will engage the SALTAC through the RPI Subcommittee, which met for the first time on September 1.

Mr. Sexton asked what the RPI will do in the area of technology, particularly as it relates to intelligence training and grants for small rural agencies. Mr. Daenzer replied that when he attended the summit in Tulsa recently, he learned that many agencies are not completely familiar with or comfortable with the grant process. Consequently, he explained that there is an education component needed in this area, which can be accomplished in cooperation with the COPS Office.

Mr. Sexton commented that there are many locations on the Southwest border that are in dire need of information-sharing. Mr. Sexton also stated that infrastructure protection is a DHS priority, and that many small agencies do not understand that most chemical plants, watersheds, and nuclear power plants are in rural areas and are privately owned. Thus, some of the country's greatest infrastructure needs are in rural areas.

Mr. Sexton also commented that many law enforcement administrators do not feel comfortable talking about intelligence because they do not understand it. Consequently, he suggested that RPI programs should make agencies feel comfortable and realize their role in the area of homeland security. Mr. Daenzer replied that the RPI Subcommittee spoke specifically about infrastructure protection, and it is an area the RPI will address. In terms of intelligence, Mr. Daenzer explained that the first program in the intelligence-led policing (ILP) family that the RPI has developed is geared toward executives. Mr. Daenzer asked Mr. Michael Bostic to speak briefly on this topic, because he was responsible for developing this program.

Mr. Bostic stated that through collaboration with the IACP and other agencies, the OSL has identified the same obstacles Mr. Sexton pointed out. He indicated that the ILP curriculum approaches this problem from the top down, showing rural law enforcement executives how they can participate in information-sharing with their available resources. Mr. Bostic explained that the OSL aims to develop a web-based training program that will cover issues such as critical infrastructure, identification protection, and suspicious activities reporting systems. Much work was done at the ILP Curriculum Development Conference to identify the same concerns Mr. Sexton mentioned, including problems tribal agencies face with fusion centers and the NCIC. Mr. Bostic also stated that many people have been involved in developing this curriculum to help effectively address these issues. Colonel Steve Flaherty noted that he had a conversation with Mr. Bostic a few days ago about how important it is for state agencies that run fusion centers to reach out to rural agencies to help them understand their important role in infrastructure protection.

Lieutenant Herriott asked if RPI programs will provide certification in particular areas. Mr. Daenzer replied that they will not. Colonel Flaherty asked if the RPI is exploring offering credits. Mr. Daenzer replied that Mr. Miller's main function is working toward POST accreditation of

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programs offered by the RPI. Mr. Daenzer noted that in some states, the training will meet state training requirements.

Lieutenant Herriott commented that many times smaller departments have the greatest need for grants, but they are not good at the grant application process. Ms. Cammarata agreed that smaller agencies often do not know how to get grants and need training in grant writing. She stated that in her recent experience with this, 50 percent of the proposals received did not make it to the peer review process because they were not responsive to the solicitation. Sheriff Amerson commented that grant applications are very difficult to understand and smaller agencies often cannot compete with larger agencies that have staff members who are well versed in grant writing. Mr. Sexton commented that Sheriff Amerson is recommending returning to the former COPS grant application format, which consisted of only two pages. Sheriff Amerson concurred. Lieutenant Herriott stated that this is a difficult issue because it is also important to ensure that the money goes to the right places.

Mr. DeVita commented that if the definition of rural changes, the RPI may be inundated with requests for training. He asked Mr. Daenzer if the RPI is prepared for that and if it is preparing to request additional funding. Mr. Daenzer replied that a broader definition would be a good development because it would mean more officers would benefit from RPI training. To address the anticipated influx of training requests, Mr. Daenzer indicated that the RPI will use partnerships and train-the-trainer programs in a force-multiplier approach. It will also look at using more contract instructors, blended learning, and e-learning. In terms of pursuing additional funding, Mr. Jones explained that this is a more complex issue because it is controlled at the Office of Management and Budget (OMB) level. He stated that right now the RPI must work with the \$20 million it has been appropriated over five years. Mr. Jones noted that the RPI's success at the end of five years and the positive impact on state and local law enforcement should be enough to justify significant funding. Mr. DeVita commented that it was important to place the OSL under Mr. Beckwith's Washington office because it gives the OSL the kind of exposure it needs. Mr. Keene stated that this highlights the importance of having the DHS Assistant Secretary as a co-chair on the SALTAC because it allows the OSL to make potential increased funding needs known to DHS.

Undersheriff Baragiola commented that the needs assessment is a critical component to the RPI, and asked if it will be based on the old definition or the new definition. Dr. Webb replied that she is hopeful the definition will be changed in time to use it in conducting the needs assessment. Mr. Keene stated that the new definition should emerge in this appropriation cycle, so it should be resolved shortly.

Chief Wilson commented that although community colleges are often located in or adjacent to metropolitan areas, they really function more like rural agencies. She expressed concern that they might be missed in the context of the RPI. Mr. Jones replied that the OSL does training beyond the RPI, and that campus training is very much a part of the OSL's mission. He indicated that the OSL will continue to serve the communities that the RPI may not touch. He stated that he would like to see the OSL become the expert in preparing rural law enforcement to meet the challenges it faces.

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Mr. Jones returned to the topic of rural agencies' responses to grant solicitations. He stated that this is an area in which the OSL is looking to some of its partners, such as the BJA and the COPS Office, for action. For example, he noted that the BJA did grant training for the Gang Resistance Education and Training (G.R.E.A.T.) program. Mr. Jones stated that the OSL is much more useful in providing direct training and train-the-trainer programs, as opposed to administrative training, such as in the area of grant writing.

Mr. Jones commented that everything the OSL does must be anchored against DHS strategic objectives. For example, he indicated that the OSL has a responsibility to ensure that the all-crimes approach is observed in conjunction with DHS's strategic goals.

Chief Milam stated that there was a summit about six weeks ago in Alexandria, Virginia, that focused on intelligence-based policing and fusion centers. He reported that many people at this meeting expressed dissatisfaction with fusion centers. Chief Milam indicated that there will be another meeting on fusion centers in October in New Orleans, and he offered to bring any concerns the SALTAC members have about fusion centers.

Ms. Cecilia Rosser stated that her organization is looking to meet the needs of smaller agencies in the area of grant writing. In addition, she stated that the IACP is adding a section to its conference on this topic. She noted the importance of organizations not duplicating efforts.

Chief Milam told Mr. Daenzer that State Associations of Chiefs of Police (SACOP) would be a valuable tool in disseminating information, particularly through its annual newsletter and via email, because it represents about 80 percent of the IACP's memberships. Chief Milam volunteered to assist the RPI in its outreach efforts through these mechanisms. Mr. Daenzer thanked Chief Milam for this and indicated that the RPI would take advantage of this opportunity.

Adding to the discussion on duplication of effort, Ms. Cammarata noted that DOJ has funded five national organizations under its rural initiative, with \$8 million for training in rural areas on topics such as information-sharing and grant writing. She stated it will be important to make sure this will not duplicate RPI training.

Mr. Sexton stated that an important buzzword from Congress in the near future will be resiliency. He explained that in the event of a threat from an unknown location, major cities and states will lock down resources, while medium and smaller agencies will have more fluid assets. Consequently, Mr. Sexton noted that it will be important for law enforcement officers to have the same baseline of understanding and knowledge.

### **Dr. Sandra Webb and Ms. Billie Coleman, Community Oriented Policing Services (COPS) Office, Department of Justice (DOJ)**

Dr. Sandra Webb began by expressing the COPS Office's excitement about its partnership with the FLETC. She stated that her presentation will review what has been accomplished over the past three months and what the COPS Office hopes to accomplish in the future.

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Dr. Webb indicated that in its 15-year history, the COPS Office has produced over 1,700 discrete deliverables, with over two million in circulation. Dr. Webb noted that this level of demand demonstrates that people are appreciative of these products. She pointed out that the COPS Office aims to take this expertise to the RPI through its work on this needs assessment. She commented that the COPS Office shares an interest with everyone in the room in serving the field by discovering and distributing best practices, often through partnerships with other agencies and organizations. In addition to conducting either a paper or electronic survey, Dr. Webb explained that the COPS Office plans to use the needs assessment as a forum to bring people together to talk about the issues underlying training in order to ensure that all relevant players' voices are heard.

Addressing those working on the RPI's intelligence programs, Dr. Webb noted that the second edition of the COPS Office's intelligence guide is now available for the December pilot program.

Dr. Webb explained that the COPS Office is congressionally-mandated to give half of its money to large agencies and half to small agencies. She stated that the COPS Office tries to ensure that all 50 states receive COPS money.

Dr. Webb reported that although the COPS Office is still waiting for its new Director to be named, the needs assessment is a high priority project. Dr. Webb reported that the COPS Office is assigning a staff member from its Research Division, Ms. Mora Fiedler, who has 23 years of experience as a social scientist, most recently from the Colorado Springs Police Department, to work as a partner with Ms. Billie Coleman on the needs assessment. In addition, the COPS Office has assigned Mr. Gary Radburg, who has 20 years experience in local law enforcement, to help with the outreach effort for this project. Finally, Dr. Webb stated that Ms. Coleman, who came to the COPS Office from FEMA, where she coordinated the National Disaster Medical System and trained 8,000 response team members, will lead the project. She noted that Ms. Coleman has a Master of Arts degree in Training and Development from George Washington University. In summary, Dr. Webb stated that the COPS Office will ensure it delivers a high quality needs assessment that will benefit the FLETC and the field as a whole.

Dr. Webb stated that Ms. Coleman will discuss the formation of the relationship between the FLETC and the COPS Office, the completed request for proposals, the development of a technical advice group, the outreach plan for the needs assessment, and the phases of this three-year project.

Ms. Coleman began by thanking Mr. Ron Dionne, Ms. Denise Franklin, and Mr. Chad Ireland for their support in developing the interagency agreement and the scope of work for the needs assessment and training validation.

Ms. Coleman reported that the interagency agreement calls for several deliverables that the COPS Office must provide to the FLETC. These include a research prospectus, a preliminary research report, a needs assessment survey, a deployment plan, a needs assessment pilot report, and a national needs assessment report. These constitute the first phase of the contract.

Ms. Coleman indicated that the second phase of the contract is training validation. The deliverables for this phase include a Level 1 student feedback instrument, Level 2 evaluation

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instrument recommendations, a Level 3 student feedback instrument, and performance measures to assess the effectiveness of RPI training programs. In addition to the Level 1 and Level 3 feedback instruments, the COPS Office will provide annual evaluation reports.

Ms. Coleman stated that the first phase of the contract involves conducting research. During this phase, the contractor will review existing data; research in progress; and data such as studies of rural crime, homeland security issues, and related training needs of rural and tribal law enforcement. The first deliverable of this phase is the research prospectus, outlining the sources of current research which will be analyzed in the preliminary analysis report. The preliminary analysis report is the second deliverable in this phase. It will list law enforcement agencies that represent local and tribal law enforcement in rural areas and will include an initial assessment of crime and homeland security issues in rural areas. It will provide an assessment of current studies and an overview of current emergent training needs for tribal and rural law enforcement. Finally, it will include a summary of resources currently available to rural agencies, a training gap analysis, and recommendations for designing and deploying a national needs assessment survey.

Ms. Coleman stated that the second phase of the project will be training assessment preparation, which will require support from RPI stakeholders. Ms. Coleman explained that the contractor will conduct several focus groups and interviews with stakeholders to solicit input on the design and deployment of the needs assessment survey, as well as to identify emerging rural and tribal law enforcement and emergency response issues. In addition, she stated that the contractor will consult on outreach activities that can be used to announce the assessment and to communicate the importance of rural agencies' participation in it. The first deliverable in this phase is the recommendations for the design and deployment of the survey, and the second deliverable is the actual survey instrument and deployment plan.

Ms. Coleman reported that the third phase of the project will be the pilot of the needs assessment survey, which will be conducted during a three-month period using a representative sample of rural and tribal law enforcement agencies. Concurrent to the pilot, the contractor will begin developing the Level 1 student feedback instrument, which will provide evaluation data on the program. The second deliverable of this phase will be the results of the pilot survey, including participant feedback on the survey and improvements that might be made to the process and to the survey itself. The third deliverable of this phase is the finalized survey and deployment plan.

Ms. Coleman explained that the fourth phase of the project is the deployment of the national needs assessment survey, which will be done over a six-month period through a mail-in survey and an electronic survey. The first deliverable of this phase will be the Level 3 student feedback instrument, which evaluates whether learning has transferred from the course to the field. Once the six-month survey period is over, Ms. Coleman explained that the contractor will analyze the survey data to develop the final deliverable of this phase, which is the national needs assessment report. This report will provide an executive summary of the findings and recommendations from the national survey and a description of the project processes, challenges encountered, identified solutions, and lessons learned from the deployment of the survey. In addition, the report will include overall findings and recommendations.

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Ms. Coleman stated that the fifth phase of the project is the continuation of development of training validation instruments. This includes performance measures used in evaluations at Levels 1, 2, and 3, which serve to keep course developers and instructors focused on the goals of the training program. Ms. Coleman explained that the second deliverable in this phase is the development of recommendations for Level 2 evaluations, which refers to how students are tested.

Ms. Coleman explained that the sixth phase of the project is to conduct a three-year evaluation of RPI courses. She stated that RPI courses will be evaluated through Level 1 and Level 3 instruments which will examine the effectiveness of the training, the suitability of the training delivery method, the overall importance of the subject matter to the student, and the transferability of the course to the student's job performance.

Ms. Coleman reported that the final phase of the project is training validation reporting, using Level 1 and Level 3 evaluation, which will be provided in annual reports starting in FY10.

Ms. Coleman concluded by stating that the COPS Office believes strongly in the importance of having stakeholder feedback in the development of the survey and in the outreach that will be needed during the data collection phase. She stated that the COPS Office believes that the SALTAC can be useful in providing recommendations on who would best sit on a joint FLETC/COPS technical group.

Ms. McDaniel asked what phase the project is currently in. Dr. Webb replied that the COPS Office signed an interagency agreement with the FLETC in June. She explained that by law the contract must be awarded during the current fiscal year, which ends on September 30. To meet this deadline, the COPS Office worked with the Mission Oriented Business Integrated Services (MOBIS) list through its procurement office to form a contract for logistical help with the survey. Dr. Webb stated that this contract should be awarded within the next week or so, and one deliverable is due to the FLETC before September 30. She stated that although only paperwork has been accomplished so far, the pace will soon pick up quickly.

Chief Milam asked about the difference between Level 1, 2 and 3 evaluations. Ms. Coleman responded that Level 1 evaluation measures a student's reaction to a course, which provides information on whether a course should be revised. Level 2 evaluation tests how much the student's knowledge has increased, such as through pre- and post-tests or through performance skill-based tests. Finally, Ms. Coleman explained that Level 3 evaluation is conducted three to six months after a training course, to determine whether training has improved job performance. It sometimes involves contacting the supervisor and co-workers. Mr. DeVita stated that all three levels of evaluation are required for accreditation. Ms. Coleman added that it is valuable data to have for the OMB to demonstrate the effectiveness of training. Dr. Webb noted that the nature of the rural environment makes Level 3 evaluation difficult because it can be difficult to locate the officers, which she experienced while working with the Community Policing Consortium.

Ms. Hughes commented that FEMA has been conducting Level 1, 2 and 3 evaluations of its training programs for years, and consequently there may be an opportunity for the RPI to borrow information from FEMA. Dr. Webb replied that this is the point of the baseline and gathering a

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group of stakeholders to explore what other groups are already doing. Ms. Coleman added that the prospectus will outline what the contractor plans to analyze, which is why the COPS Office believes this is an important first deliverable. Dr. Webb commented that the rural definition issue will not matter until the six-month deployment of the survey.

Ms. McDaniel stated that she and Mr. Edwards have several serious concerns about how this project is progressing. She stated that NNALEA has a 17-year history of serving tribal law enforcement and that it has been consulted at very few points in this process thus far, particularly in the area of existing research. She noted that NNALEA has developed a scientifically-based assessment tool. Ms. McDaniel asked how the COPS Office determined the best method of outreach for conducting the survey. She noted the obstacles involved with a paper survey. In addition, she commented that an electronic survey is difficult because less than a third of tribal agencies have Internet access. In sum, Ms. McDaniel stated that it is shortsighted to rely on only a paper or electronic survey.

Dr. Webb replied that it would be a serious concern if the process were further along. However, she noted that the only tasks the COPS Office have completed at this point is signing an interagency agreement with the FLETC and issuing a very generic request for proposals to the procurement list of contractors. Dr. Webb explained that this had to be done via a contract because the FLETC does not have the statutory authority to enter into a cooperative agreement, as the COPS Office has done with other agencies. She explained that the COPS Office intends to pull together a technical group, consisting of representatives from groups such as NNALEA, the Police Executive Research Forum (PERF) and NSA, to provide input and voice concerns about the survey method and delivery and marketing.

Ms. McDaniel reiterated that given the short timeframe, she would have assumed the NNALEA would have been consulted prior to now. Dr. Webb reiterated that up to this point, the COPS Office has only engaged in procurement, not content issues. Mr. Sexton stated that Mr. Edwards and other law enforcement associations, such as the IACP and the PERF, want to be involved in the policy discussions. Dr. Webb agreed that this is important. Ms. McDaniel stated that it was her understanding that the COPS Office already had a preliminary survey to collect some information. Dr. Webb replied that this is not the case.

Ms. Cammarata asked if the technical group would advise from the first phase through completion of the project, to which Dr. Webb replied in the affirmative. Mr. Sexton asked when the group would be put together. Dr. Webb replied that the COPS Office would like to form this group in the next month or so. She stated that Ms. Coleman's contact information is on her PowerPoint, and she invited the SALTAC members to recommend people who should serve on this group. Ms. Fischer stated that the members could email their recommendations to her. Dr. Webb suggested that perhaps Dr. Weisheit could serve on the panel to provide continuity between this study and his. Dr. Webb reiterated that she understands Ms. McDaniel's concern and stated that she would be happy to meet with Mr. Edwards to discuss the project. Mr. Jones commented that part of the reason for the creation of the RPI Subcommittee was to adequately represent tribal law enforcement training.

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### **Lieutenant Debbie Mealy, Deputy Director, Washington State Criminal Justice Training Commission**

Lieutenant Mealy began by stating that the RPI Subcommittee of the SALTAC met for the first time yesterday (September 1). She directed the members' attention to the Subcommittee's charge, which outlines its specific tasks. She stated that the Subcommittee will present its first written status report by December 15, 2009; will present a final report by March 1, 2010; and will present a final briefing to the SALTAC in April 2010.

Lieutenant Mealy described the Subcommittee's first task, which is to identify subject matter experts to participate in curriculum development and delivery in the areas of infrastructure protection, civil rights and civil liberties, active threat response, and forensic investigation techniques. She proceeded by showing PowerPoint slides listing the experts the Subcommittee suggested at the September 1 meeting.

In the area of infrastructure protection, Lieutenant Mealy reported that the Subcommittee members listed as subject matter experts NSA (Fred Wilson); NNALEA and Dr. Jeff Foster of Brigham Young University; the DHS Office of Critical Infrastructure and Protection; FLETC's Counterterrorism Division; and DHS's Center for Domestic Preparedness.

In the area of civil rights and civil liberties, Lieutenant Mealy stated that the Subcommittee members listed the NSA, the DHS Office of Civil Rights and Civil Liberties, colleges and universities, the Museum of Tolerance, DOJ, the United States Attorney's Office, the Southern Poverty Law Center, and the Tribal Law and Policy Institute.

In the area of active threat response, Lieutenant Mealy reported that the Subcommittee had a lengthy discussion about the importance of partnerships. In this subject area, she reported that the Subcommittee members listed as subject matter experts the DHS Center for Domestic Preparedness, the Los Angeles Sheriff's Department, Pat Maxwell, Lieutenant Colonel Dave Grossman, and the United States Secret Service.

Finally, in the area of forensic investigation techniques, Lieutenant Mealy reported that the Subcommittee listed as subject matter experts the National Center for Rural Law Enforcement and the Federal Bureau of Investigation (FBI).

Lieutenant Mealy asked the SALTAC members for their feedback in each subject area. In the area of infrastructure protection, Undersheriff Baragiola suggested national labs, specifically Sandia National Lab. Dr. Webb commented that there are groups in the private sector knowledgeable about infrastructure issues that may be helpful. Ms. Rosser suggested the Nuclear Regulatory Commission. In terms of private industry, Undersheriff Baragiola commented that it would be important to work with American Society for Industrial Security (ASIS) International. Mr. Jones noted that according to a DHS mandate, there are 18 critical infrastructure sectors, in categories such as technology, water resources, and telecommunications. He recommended that the Subcommittee look at information from the Office of Infrastructure and Protection.

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In the area of civil rights and civil liberties, Lieutenant Herriott suggested the National Association for the Advancement of Colored People (NAACP). Referencing DOJ and the U.S. Attorney's Office, Mr. Beckwith stated that a better fit might be the Civil Rights Division of the DOJ, which is responsible for prosecution and defense of civil rights cases. He also suggested the FBI in this topical area. Dr. Webb stated that the COPS Office can provide a list of organizations with which it has partnered on publications, such as John Jay College of Criminal Justice and the Los Angeles Police Department.

Continuing to discuss the topic of civil right and civil liberties, Mr. Jones noted that the FLETC and the RPI have an obligation to work in conjunction with DHS's civil rights and civil liberties initiatives. He stated that in putting forth efforts to counter terrorism, there will possibly be a cost to civil rights and civil liberties. Therefore, he stated that the FLETC, as an operational training unit, must consider civil right and civil liberties in developing and delivering training. Consequently, he asked the members if the American Civil Liberties Union (ACLU) should be considered a subject matter expert in this area. Mr. Jones stated that he believes it should be, but that he is looking for a consensus on this question. Lieutenant Herriott agreed with Mr. Jones. Undersheriff Baragiola stated that the subject of civil rights covers a broad spectrum, and he believes the scope should be narrowed to DHS-related issues. Mr. Jones replied that it would be DHS-centric, and that the ACLU might advise on civil rights and civil liberties as they relate specifically to the training courses at hand.

Undersheriff Baragiola asked if this component of the Subcommittee's charge stands alone or if it is a component of another DHS initiative. Lieutenant Mealy stated that these four areas were pulled from an informal survey of POST directors.

In the area of active threat response, Undersheriff Baragiola stated that many universities received a lot of funding in this area after 9/11. He specifically mentioned Texas A&M University and the New Mexico Institute of Mining and Technology. Mr. Beckwith suggested contacting the U.S. Marshals Service's Threat Management Center, which is part of its Judicial Security Division. Ms. Hughes stated that it would be helpful to engage universities involved in the National Domestic Preparedness Consortiums, such as Texas A&M University, Louisiana State University, and the New Mexico Institute of Mining and Technology, which have received millions of dollars to develop training in this area.

In the area of forensic investigation, Undersheriff Baragiola suggested the National Association of Crime Lab Directors, which was tasked with putting together a nationally accredited standardized forensic investigator training program. He explained that much work went into putting this program together, but it did not come to fruition after 9/11. Lieutenant Mealy noted that a lot of information exists, but just needs to be pulled together to avoid duplication of effort. Mr. Adams stated that at least one, and possibly more, Regional Community Policing Institutes (RCPIs) developed training for DNA collection. Dr. Webb asked if this topic is investigation of all types of crimes or specifically incidents such as terrorist attacks or natural disasters. She commented that the scope probably should be narrowed. Ms. Cammarata stated that the National Forensic Academy in Tennessee is another organization that can contribute in this area.

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Lieutenant Mealy moved the discussion to the Subcommittee's second task, which is to provide input on implementing the tribal portion of the public law establishing the RPI. She stated that the FLETC is seeking information specifically on how to better understand and address the tribal sector's unique cultural considerations.

Lieutenant Mealy stated that the first question associated with this task is how to identify immediate training needs of tribal law enforcement. She stated that the Subcommittee discussed pulling information from past research, with the knowledge that needs have changed. Lieutenant Mealy noted that the OSL has informally surveyed the POST directors. In addition, the Subcommittee suggested obtaining student feedback on training needs and holding a summit with tribal chiefs.

Lieutenant Mealy reported that the second question associated with this task is what venues should be used to carry out advanced and specialized tribal training. In response to this, Lieutenant Mealy explained that the Subcommittee affirmed the importance of direct delivery of training. She stated that the Subcommittee also discussed the NNALEA conference, as well as other organizations' conferences, as potential training venues. Finally, Lieutenant Mealy reported that the Subcommittee discussed using local colleges and universities as venues and places to begin developing partnerships.

Lieutenant Mealy stated that the third question associated with this task is how the FLETC can best utilize human capital resources from tribal organizations. She stated that the Subcommittee spoke a lot about recruiting more trainers to export training to Indian country through train-the-trainer programs. In addition, the Subcommittee suggested that the RPI might fund scholarships for students to attend other organizations' training programs. Lieutenant Mealy also reported that the members recommended having groups of instructors from various organizations deliver training programs together, which would help develop trust and credibility among partners. Finally, Lieutenant Mealy reported that the Subcommittee suggested using fellowships.

Lieutenant Mealy stated that the next question the Subcommittee addressed was what tribal organizations it recommends as partners in training tribal law enforcement. She reported that the Subcommittee suggested the NNALEA, BIA, NSA, IACP, and the International Association of Campus Law Enforcement Administrators (IACLEA).

Finally, Lieutenant Mealy stated that the last issue the Subcommittee addressed was the best medium for marketing to Indian country. She reported that the Subcommittee discussed the need for personal communication, such as phone calls, as opposed to email and fax. Lieutenant Mealy stated that a suggestion was made to use volunteers to make phone calls to market training. In addition, she stated that the Subcommittee discussed using the NNALEA's and FLETC's branding because trust has been established between those entities and tribal law enforcement agencies.

Lieutenant Mealy asked for the SALTAC members' input on marketing training to Indian country. Mr. Jones encouraged more specificity with respect to tribal needs. Lieutenant Mealy replied that this is something the Subcommittee must spend more time on in order to specifically address tribal issues.

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Ms. Cammarata asked if the tribal chiefs' summit had occurred yet. Lieutenant Mealy replied that it is something the Subcommittee suggested. Ms. Cammarata stated that the DOJ has had several summits with tribes already, and Dr. Webb added that one just occurred in Tulsa, OK. Ms. Cammarata commented that much of the information needed for the Subcommittee to complete its second task already exists. Undersheriff Baragiola stated that the IACP has a very active subcommittee on Indian country. Captain Leyva noted that the NNALEA just completed a needs assessment for training for tribal issues. Ms. McDaniel replied that this is why past research is at the top of the Subcommittee's list because this information is easily accessible and the gap analysis has been done to identify immediate needs. Ms. Hughes suggested that the RDPC might collaborate with the OSL in conducting a summit for tribal chiefs. She stated that the RDPC trains tribal law enforcement frequently and would be interested in gathering information. Dr. Webb stated that the COPS Office collects information from tribes on equipment needs and hiring needs when they apply for the Tribal Resources Grant Program.

Lieutenant Mealy asked the SALTAC members for feedback on venues for tribal training. Dr. Webb stated that colleges and universities with tribal students, such as East Central University in Oklahoma, are usually willing to partner to bring training programs to campus.

Lieutenant Mealy asked for feedback on utilizing human capital resources from tribal organizations. Lieutenant Herriott asked if this referred to train-the-trainer programs or in-services to which departments would send their officers. Lieutenant Mealy replied that the Subcommittee has not ruled anything out. Lieutenant Herriott commented that a challenge with train-the-trainer programs is that officers frequently move and are no longer available to deliver the training. Undersheriff Baragiola suggested looking at the RCPI model since they have been very effective in training in tribal communities. Dr. Webb confirmed that there are some RCPI's that specialize in tribal training - Oregon, Minnesota, and Oklahoma. Dr. Webb stated that one of these groups took some COPS publications and adapted them for use in settings with tribal communities. Undersheriff Baragiola asked if that was the Circle Project, to which Dr. Webb responded in the affirmative and clarified that the new one is called the Native American Training Series.

Lieutenant Mealy asked the SALTAC members for additional suggestions on organizations the RPI might partner with in training tribal law enforcement. Dr. Webb suggested Health and Human Services, which sponsored the recent conference she attended in Tulsa.

Undersheriff Baragiola asked if some of the training that will be delivered will be unique to tribal law enforcement and first responders, or if it will be applicable to the rest of the state or region. Lieutenant Mealy responded that it would probably be a mixture of the two. Undersheriff Baragiola stated that the tribes want to integrate with state and local law enforcement because they like to feel a part of the bigger regional community. Thus, he explained that they want to attend training with other law enforcement groups and be included on task forces and mutual aid agreements. Undersheriff Baragiola concluded that it is important to blend this with training that is specifically targeted to tribal groups. Mr. Daenzer stated that the Subcommittee discussed training that would blend tribal law enforcement with officers from other agencies in the region.

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Continuing to recommend organizations the RPI might partner with on tribal training, Dr. Webb suggested the Indian Health Service, which she indicated has done training on community health issues. Ms. McDaniel stated that the Indian Health Service and the state health boards are some of the best at working together among preparedness organizations. She recalled that there was discussion in the Subcommittee meeting about how tribal officers will depend on people outside of the reservation in the event of emergencies or disasters. She referred to the Community Policing Institute (CPI) training at Western Oregon University, which deals with regionalization initiatives and preparation for all types of hazardous situations. Ms. McDaniel stated that tribal and non-tribal groups are invited to the training.

Mr. Jones asked Mr. Alex Graves, an OSL Program Specialist and a Native American, to respond to Undersheriff Baragiola's question about whether training should be unique to Indian country or if it should be integrated with other agencies. Mr. Graves stated that Indian country lacks competent, quality training. He noted that there is great benefit to having tribal law enforcement officers in the same classroom as county sheriffs because both parties often realize they experience the same kinds of problems and are not that different. Mr. Graves stated that a victim sees only a uniform and a badge; thus, the community is better served if the tribes, county sheriffs' departments, and state departments are working together.

Mr. Adams clarified that OSL training programs are open to anyone, and that individual groups are not specifically invited. Thus, he indicated that OSL programs often contain mixtures of sheriff's deputies, city police, state police, campus law enforcement, and tribal law enforcement. Undersheriff Baragiola stated that he was referring specifically to the needs assessment, for which he believes there should be an understanding that integrated training is needed.

Lieutenant Mealy asked the SALTAC members for further suggestions on the best medium for marketing to and in Indian country. She reiterated that the Subcommittee spent considerable time talking about the need for personal communication, through volunteers and staff members making phone calls.

Mr. Graves added that it is important to remember the credibility that the NNALEA and FLETC bring to training programs. He stated that it is important to build social trust. He commented that the RPI is powerful because the government is finally asking Indian people to help it serve them better. Mr. Graves stated that the FLETC has been consistently respectful, sincere, dedicated and committed to Indian country. He explained that it is important to maintain that social trust on which other agencies can piggyback. For example, he noted that if a chief sees the FLETC seal on IACP training, he will be more likely to spend training dollars on that program. Mr. Adams pointed out that public affairs and the news media are important outlets.

Chief Milam asked Mr. Graves if it is important for a Native American to be the one presenting a train-the-trainer program or if it would be acceptable to have a presenter from an agency outside of Indian country. Mr. Graves replied that train-the-trainer programs have not worked in Indian country in the past. He explained that he had delivered these types of programs, and people want him to return to deliver it to more people rather than deliver it themselves. So he explained that although some of those he has trained in these programs are competent and willing to train, they

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largely want people they consider experts to deliver the training. Mr. Graves stated that while it is good to have native people train other native people, the FLETC has had non-native people who are respectful and culturally aware also conduct good training.

Mr. DeVita commented that Mr. Graves would be able to successfully market to Indian country because he speaks from the heart and is part of the Indian culture. Thus, Mr. DeVita asked if others who will market to Indian country should be from the native culture. Mr. Graves responded that the best marketing is done via trust. He stated that what you do is important, not what you plan to do. So he indicated that the best marketing is done by sustaining the credibility of the FLETC by producing high-quality training that is respectful. Dr. Webb replied that Mr. Graves just delivered almost a master's thesis on marketing because marketing is about meeting a person's needs and expectations. Undersheriff Baragiola stated that this is what the RCPIs have accomplished in getting community policing information into Indian country.

Lieutenant Mealy concluded by stating that the Subcommittee met for two hours yesterday and realizes there is much work left to be done. She stated that Dr. Parsons will be reaching out for additional help and suggestions through the Subcommittee.

### **Open Discussion**

Mr. Adams opened the discussion by recalling Ms. Cammarata's question from earlier in the meeting about the role of the co-chairs. Ms. Cammarata stated that from what she can tell, the role of the co-chairs is to provide updates on their agencies. However, she commented that the other SALTAC members do not have an opportunity to talk about what is going on in their organizations. Ms. Cammarata stated that perhaps the co-chairs should have a more involved role, such as in setting the meeting agendas through discussion with the other Committee members.

Mr. Beckwith suggested providing the historical perspective on how the SALTAC structure developed. Mr. Jones stated that in 1997, Acting Assistant Attorney General Laurie Robinson and Karen Weiner co-chaired the SALTAC and had much greater responsibility than the current co-chairs. Mr. Jones explained that at this time the Executive Director of the National Center for State and Local Law Enforcement (now the OSL) would open the meeting, and the co-chairs would co-facilitate the meeting, which was appropriate because they had a great deal of involvement in setting the agenda. Mr. Jones stated that when he returned to the OSL as Deputy Assistant Director, the process had changed in that he facilitated the SALTAC meetings and the co-chairs simply provided updates on their agencies.

Mr. Adams stated that back in 1983, when the National Center and the Advisory Committee were formed, the FLETC was a component of the Department of the Treasury, and the co-chairs came from the Justice and Treasury Departments. He noted that when the FLETC transitioned to DHS, the co-chair structure changed to DHS and DOJ. Mr. Keene further explained that when the FLETC was created in the late 1960s, there was a struggle over whether the Justice or Treasury Department would run the organization. Under a compromise in joint management, a board was created to run the FLETC at a very high level, under the Assistant Secretary for Law Enforcement.

## State and Local Training Advisory Committee – Summary of Meeting

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Mr. Keene explained that even into the 1990s, there was tension between the Treasury and Justice Departments over controlling various elements of the FLETC. Although he stated that there has not necessarily been the same type of struggle in managing the SALTAC, it has not been easy getting the co-chairs to come to the meetings. Therefore, Mr. Keene explained that the OSL has done what it believes would best serve the state, local, tribal and campus police organizations by filling that vacuum. However, he stated that the OSL would welcome more involvement, such as the co-chairs driving the agenda. Mr. Keene stated that it would be important for the co-chairs to meet occasionally to discuss the OSL, because the OSL is always prepared to respond to the SALTAC's recommendations.

Ms. Elizabeth Lane stated that she worked in the National Center when it was initially formed in 1983. She explained that the National Center was formed out of a recommendation from President Reagan's Task Force on Violent Crime in America. At this time, the SALTAC was also formed, and Ms. Lane stated that under the leadership of the National Center's first Executive Director, the co-chairs shared a much more active role in setting the agenda.

Lieutenant Herriott wondered if it is realistic that the co-chairs could be more actively involved, or if it would be preferable to have people who can consistently attend meetings. Mr. Beckwith suggested tabling this issue until the next meeting. He explained that because this is Mr. Sexton's last meeting, it would be best to implement any changes with his replacement. Mr. Beckwith encouraged the members to consider the historical information shared at the meeting as they think about this issue. Mr. Keene suggested distributing the Final Report of the Task Force on Violent Crime which describes the intended structure and function of the Advisory committee, which Ms. Fischer agreed to do.

Dr. Webb commented that the members could do a better job of discussing issues that arise during the meetings with each other. For example, she stated that because she is part of DOJ, it would make sense for she and Ms. Cammarata to get together shortly after the meeting to talk about what was discussed that is applicable to DOJ. She explained that this would help address the problem of a lack of continuity and follow-through between meetings. Mr. DeVita agreed with Dr. Webb.

Mr. DeVita noted that although consistency with the co-chairs' presence is not always possible, the current structure is valuable because the co-chairs can still help push through the recommendations of the SALTAC. He commented that the SALTAC is a recommending body, as opposed to a policy-making body. Captain Leyva stated that this ties in with his recommendation about holding a third meeting via video conference, because that interim meeting could serve as an impetus for the co-chairs to continue moving forward with important issues. Sheriff Amerson stated that even if the co-chairs cannot attend, having representatives from their offices provides valuable commitment to the SALTAC from high-level decision-makers.

Mr. Adams confirmed that the SALTAC will continue to function as is until Mr. Sexton is replaced in DHS. Mr. Keene indicated that if it takes too long for a replacement to be named, the FLETC could ask the Secretary to appoint someone else from DHS to serve as co-chair. Lieutenant Herriott expressed concern about the SALTAC not being able to move forward with business because of a delay in appointing Mr. Sexton's replacement. Mr. Beckwith indicated that the OSL

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and the Washington Operations staff will brief Mr. Sexton's replacement on the history of the SALTAC and current OSL initiatives.

Mr. Adams moved the discussion to the topic of holding an interim SALTAC meeting via video conference. Ms. Fischer asked the members to explore this option and inform her of their access to video conference technology. Ms. Lane suggested using a different technology whereby participants dial in by telephone and log in through the Internet, through which they participate by speaking on the phone and typing in comments and questions. Mr. Jones noted that a teleconference is a third possibility.

Mr. Adams asked for clarification that the members do want a third meeting through some electronic means. Lieutenant Herriott stated that she does not object, but that it should only be used when needed, rather than becoming a matter of practice. Dr. Webb suggested holding a meeting at an event that many members are already attending, such as the IACP Conference, and just videoconferencing in those who are not present.

Mr. Jones stated that the OSL would research the various options and consider the members' recommendations. Ms. Fischer stated that the OSL is trying to establish a secure website where it could post information to keep the SALTAC members updated on OSL activities.

Ms. McDaniel stated that the NNALEA conference is next week in Tulsa, Oklahoma. She indicated that she has copies of the agenda available. Lieutenant Herriott suggested that the members provide information such as this electronically, and she would be happy to distribute it to her network. Ms. Fischer stated that if Ms. McDaniel would send the agenda to her, she would send it out to the SALTAC members.

Mr. Adams announced that the next SALTAC meeting will be on April 22, 2010. He asked Ms. Cammarata and Mr. Beckwith to deliver closing remarks.

### Closing Remarks

#### Ms. Pam Cammarata, Associate Deputy Director, Bureau of Justice Assistance, Department of Justice

Ms. Cammarata stated that the SALTAC is an important group that provides guidance to the FLETC. She thanked the members for their participation.

#### Mr. Brian Beckwith, Assistant Director, Washington Operations, Federal Law Enforcement Training Center

On behalf of the Director, Mr. Beckwith thanked the members for their attendance and participation. He stated that there was a productive meeting with representatives of the IACP on September 1, during which it was suggested to explore commonalities and redundancies with the NSA. Mr. Beckwith recommended that this be done with other organizations as well.

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Mr. Beckwith commented that much of the data that will be needed for the needs assessment probably already exists. He stated that the experience and collective understanding of the SALTAC will be valuable for the needs assessment.

Mr. Beckwith noted that the RPI Subcommittee did a tremendous job at its first meeting, making valuable suggestions.

Mr. Beckwith thanked Mr. Sexton for his service and wished him well as he returns to his position as Sheriff in Tuscaloosa, Alabama. He also thanked the OSL staff, under Mr. Jones' leadership. Finally, Mr. Beckwith thanked Ms. Fischer for coordinating the meeting.

Mr. Adams adjourned the meeting at 2:16 p.m.

I certify that this is an accurate accounting of the meeting held by the State and Local Training Advisory Committee, Brunswick, GA, on September 2, 2009.

----- Original signed -----

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Reba L. Fischer, Designated Federal Officer

**State and Local Training Advisory Committee – Summary of Meeting**  
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**Attendees**

**Committee Members and Representatives**

Ted Sexton, Assistant Secretary, Office of State and Local Law Enforcement, Department of Homeland Security

Pam Cammarata, Deputy Director, Bureau of Justice Assistance, representing Department of Justice (DOJ) Co-Chair Jeffrey Sedgwick, Acting Attorney General for the Office of Justice Programs and the Director of Bureau of Justice Assistance

Larry Amerson, National Sheriffs' Association (NSA); Sheriff, Calhoun County, AL

Sal Baragiola, Undersheriff, Bernalillo County (New Mexico), consultant for local law enforcement

Charles DeVita, Immigration and Customs Enforcement (ICE), DHS; Director, Office of Training and Development

Steve Flaherty, State and Provincial Division, IACP; Superintendent, Virginia State Police

Cynthia Herriott, National Organization of Black Law Enforcement Executives (NOBLE); Lieutenant, Rochester, NY, Police Department

Ray Leyva, Hispanic American Police Command Officers' Association (HAPCOA); Captain, Los Angeles, CA, Sheriff's Department

Vivian Lord, Academy of Criminal Justice Sciences (ACJS); Chair, Dept of Criminal Justice, University of North Carolina, Charlotte

Samantha McDaniel, representing Gary Edwards, National Native American Law Enforcement Association (NNALEA); Executive Director, NNALEA

Debra Mealy, representing Michael Parsons, International Association of Directors of Law Enforcement Standards and Training (IADLEST); Executive Director, Washington State Criminal Justice Training Commission

Terry Milam, Smaller Agency, State Division (IACP); Chief, St. John, MO, Police Department

Mary Rook, representing the Assistant Director, Training Division, Federal Bureau of Investigations (FBI), DOJ

Cecelia Rosser, International Association of Chiefs of Police (IACP); Director, Center for Police Leadership and Training, IACP

Sandra Webb, representing Dave Buchanan, Community Oriented Policing Services (COPS), DOJ

Laura Wilson, International Association of Campus Law Enforcement Administrators (IACLEA); Director, Stanford University Department of Public Safety

**Federal Law Enforcement Training Center**

Malcolm Adams, Chief, State and Local Programs Division (SPD)

Charlene Anderson, Training Admin, State and Local Training Management Division (SMD)

Nancy Beavers, Support Services Specialist, State and Local Administrative Division (SLA)

Brian R. Beckwith, Assistant Director, Washington Operations (WO)

Mike Bostic, Program Specialist, SMD

Mark Boswell, Program Manager, Inspection and Compliance Division

Chuck Daenzer, Chief, Rural Policing Institute (RPI)

## State and Local Training Advisory Committee – Summary of Meeting

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Ron Dionne, Chief, Training Methodologies Branch (TMB)  
Reba Fischer, Program Analyst (Designated Federal Officer), SLA

### **Federal Law Enforcement Training Center (Continued)**

Denise Franklin, Chief, SLA  
Deborah Gray, Volunteer, SLA  
Alex Graves, Program Specialist, SPD  
Adam Harper, Training Specialist, SMD  
Lisa Harris, Training Technician, SMD  
Chad Ireland, Operations Specialist, SLA  
Seymour A. Jones, Deputy Assistant Director, OSL  
D. Kenneth Keene, Deputy Director, FLETC  
Ed King, Chief, SMD  
Phil Krauss, Program Specialist, SPD  
Elizabeth Lane, Senior Policy/Program Analyst, WO/OSL  
Bruce Miller, Program Specialist, SMD  
Melissia Nyers, Training Technician, SMD  
Pat Perry, Training Technician, SMD  
Sylvia Rose, Program Analyst, OSL  
Scott Santoro, Program Specialist, SPD  
John Sheddan, Senior Instructor, Counterterrorism Division  
Margaret Sullivan, Operations Specialist, SLA  
Lisa Thrift, Support Services Specialist, SLA  
Jennifer Tocco, Program Analyst, RPI  
Carol Wood, Support Services Specialist, SPD  
Ed Zigmund, Program Specialist, SPD

### **Guests**

Jean Brown, Analyst, Customs and Border Protection  
Billie Coleman, Policy Analyst, COPS  
Amy Hughes, Director of Training, Rural Domestic Policing Consortium  
Barry Johnson, Chief Deputy, Camden County Sheriff's Office  
Mark Lomax, Manager, IACP  
Stephen Walker, Court Reporter, Advanced Verbatim Reporting, Inc.

### **Members not represented**

Steve Schuetz, Federal Emergency Management Agency (FEMA); Director, Training Operations,  
National Preparedness Directorate, DHS  
Frank Straub, Police Executive Research Forum (PERF); Commissioner, Department of Public  
Safety, White Plains, NY  
Thomas Streicher, Major City Chiefs; Chief, Cincinnati, Ohio, Police Department

**State and Local Training Advisory Committee (SALTAC)  
Federal Law Enforcement Training Center  
Embassy Suites Hotel, Brunswick, GA  
September 2, 2009**

## *Agenda*

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**Wednesday, September 2, 2009**

*Embassy Suites Hotel, Magnolia Room*

**Welcome**

8:00 a.m.

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

**Opening Remarks**

*Brian Beckwith, Assistant Director, Washington Operations, FLETC*

*Ted Sexton, Assistant Secretary, Office of State and Local Law Enforcement (DHS Co-chair)*

*Pam Cammarata, Associate Deputy Director, Bureau of Justice Assistance (representing the DOJ Co-chair)*

**OSL Update**

*Seymour Jones, Deputy Assistant Director, OSL*

**Advisory Committee Charter**

*Seymour Jones, Deputy Assistant Director, OSL*

**Rural Policing Institute (RPI) Brief / Discussion**

*Chuck Daenzer, Chief, RPI, OSL*

**Rural Policing Institute Needs Assessment / Discussion**

*Sandra Webb, Deputy Director for Support, Community Oriented Policing Services, DOJ*

*Billie Yrlas Coleman, Policy Analyst, Community Oriented Policing Services, DOJ*

**Advisory Committee Photo**

**Lunch**

**Rural Policing Subcommittee Brief / Discussion**

*Debra Mealy, Washington State Criminal Justice Training Commission*

**Open Discussion**

**Closing Remarks**

*Pam Cammarata, Associate Deputy Director, Bureau of Justice Assistance (representing the DOJ Co-chair)*

*Ted Sexton, Assistant Secretary, Office of State and Local Law Enforcement (DHS Co-chair)*

*Brian Beckwith, Assistant Director, Washington Operations, FLETC*

**Depart**

3:00 p.m.

*Meeting may close early if the committee has completed its business.*

*Next meeting is scheduled for April 22, 2010.*