

State and Local Training Advisory Committee – Summary of Meeting

Federal Law Enforcement Training Center (FLETC)

Department of Homeland Security

April 17, 2008

Jekyll Island, 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. Remarks were provided by Ms. Cynthia Atwood, Assistant Director, Field Training Directorate, FLETC; Mr. Carl Peed (acting Co-Chair), Director, Community Oriented Policing Services (COPS), Department of Justice (DOJ); and Mr. James Hagy (acting Co-Chair), Law Enforcement Coordinator, Office of State and Local Law Enforcement, Department of Homeland Security (DHS).

Mr. Jones briefed Advisory Committee members on how the OSL has responded to recommendations members have made at past meetings. He provided an update on the Advisory Committee's charter. In addition, he briefed the members on the OSL's reorganization, staffing, the potential Homeland Security Academy, and the OSL's strategic plan.

Mr. Ron Dionne, Chief, State and Local Training Management Division, OSL, briefed the members on the process used to validate OSL training programs.

Ms. Daphne Levenson, Executive Director, Gulf States Regional Center for Public Safety Innovations (GSRCPI), provided a presentation on partnerships. Specifically, she spoke about the partnership between the GSRCPPI and the FLETC.

Colonel Steve Flaherty, Superintendent, Virginia State Police, provided an informational briefing on the April 16, 2007, incident at Virginia Tech.

There was a period of open discussion. Members discussed problems associated with communications and interoperability.

Closing remarks were provided by Mr. Hagy, Mr. Peed, and Ms. Atwood.

The next meeting is scheduled for October 16, 2008.

The agenda and list of attendees are attached.

Welcome and Introductions

Mr. Seymour Jones called the meeting to order at 8:15 a.m. on April 17, 2008. He welcomed all members and introduced the three principal representatives in attendance at the meeting:

- Mr. James Hagy, Law Enforcement Coordinator, representing Department of Homeland Security (DHS) Co-Chair Ted Sexton, Assistant Secretary for State and Local Law Enforcement;
- Mr. Carl Peed, Director of the Community Oriented Policing Services (COPS), representing Department of Justice (DOJ) Co-Chair Jeffrey Sedgwick, Acting Attorney General for the Office of Justice Programs; and
- Ms. Cynthia Atwood, Assistant Director of the Field Training Directorate for the Federal Law Enforcement Training Center (FLETC).

He asked all Committee members to introduce themselves, followed by all others in attendance. Mr. Jones recognized Ms. Georgia Abraham and her work as the DHS Committee Management Officer (CMO) in facilitating the Committee's activities. He then invited Assistant Director Atwood to make her opening comments.

Opening Remarks

Ms. Cynthia Atwood, Assistant Director, Field Training Directorate, Federal Law Enforcement Training Center (FLETC)

Ms. Atwood opened by thanking DHS Assistant Secretary for Intergovernmental Programs Ann Patera for being present at the meeting and for attending the 25th anniversary banquet. She stated how pleased she was that the new Assistant Secretary for State and Local Law Enforcement was able to attend a tour of the FLETC.

Ms. Atwood commented on the new counterterrorism facility that was recently dedicated, crediting Bruce Bowen, former Assistant Director for Training at the FLETC, with the fantastic facility that will be used for advanced training by various agencies.

Ms. Atwood updated the members about the Rural Policing Institute (RPI), the details and background of which she noted were in the members' handouts. She stated that Senator Salazar's office has contacted her office about this issue, confirming strong support for the passing of the appropriations.

Ms. Atwood commented on the Homeland Security Academy, in which DHS Deputy Secretary Paul Schneider has expressed a distinct interest. She asked the Committee members to reflect on how this proposition would benefit state and local law enforcement departments throughout the country.

Ms. Atwood thanked the Committee members for taking the time to attend the meeting, and stated how impressed she was by the Committee's efforts. She also acknowledged Mr. Hagy, who was representing the Department of Homeland Security since Mr. Sexton was unexpectedly called to Washington.

Mr. Carl Peed, Director, Community Oriented Policing Services (COPS), Department of Justice (DOJ) (acting Co-Chair)

Mr. Peed described the DOJ's new leadership team, including Attorney General Mike Mukasey, Deputy Attorney General Mark Filip, and Associate Attorney General Kevin O'Connor. He thanked the Committee on behalf of this leadership team, and also on behalf of Dr. Jeff Sedgwick, Acting Director of the Office of Justice Programs and the Director of the Bureau of Justice Statistics. He stated that this is a very strong team whose members believe in partnerships.

Mr. Peed spoke positively about new state and local law enforcement appointments at both the DOJ and the DHS. He explained that he had an opportunity to work with Assistant Secretary Sexton when the Assistant Secretary was the President of the National Sheriffs' Association (NSA). He stated that Assistant Secretary Sexton coordinated NSA's response to Hurricane Katrina, in addition to working on the Emergency Management Assistance Compact (EMAC) agreements after the disaster. Mr. Peed positively endorsed Jim Pendergraph's appointment with Immigrations and Customs Enforcement (ICE), Rick Dinse's position with the Federal Emergency Management Agency (FEMA), and Louis Quijas' position with the Federal Bureau of Investigation (FBI). Mr. Peed believes there are opportunities for the OSL to work with these groups on issues relating to FEMA, immigration, counterterrorism, and violent crime. Finally, he stated that he was delighted when Ms. Patera came on board as an Assistant Secretary in the DHS.

Mr. James Hagy, Law Enforcement Coordinator, Office of State and Local Law Enforcement, Department of Homeland Security (DHS) (acting Co-Chair)

Mr. Hagy began by echoing Mr. Peed's recognition of Ms. Patera, commenting on her key role with the Governor's Homeland Security Advisors. He explained that with the creation of Assistant Secretary Sexton's position, his own repositioning from the Office of Intergovernmental Programs will prevent duplication of efforts while ensuring contact among the Governors' Homeland Security Advisors Council, the mayors, and the tribal groups, thereby bringing all of these groups together.

Mr. Hagy explained that Assistant Secretary Sexton returned to Washington to handle an important matter. Mr. Hagy stated that he will attempt to represent Secretary Sexton in the proper fashion, primarily by listening to others at the table.

Mr. Hagy noted that an issue the Committee will be hearing more about is standards for personal protective equipment for law enforcement. No standards currently exist for law enforcement, so the DOJ's National Institute of Justice (NIJ), and the DHS are currently working on developing them. The group intends to post their recommendations in the Federal Register by July for public comment.

Mr. Hagy explained that there was a recent meeting in Arlington about the Law Enforcement Deployment Team or rapid response teams for law enforcement. He noted that Assistant Secretary Sexton is expected to report to Congress on this by July 1, 2008. Mr. Hagy explained that the recommendation at the meeting was that there would be 10 regions, each with a minimum of 250 law enforcement officers and a maximum of 500, trained and equipped to respond to a disaster. He noted that this might increase training requirements at the FLETC.

Mr. Hagy commented on the movement to increase information sharing and the number of fusion centers. He stated that the presence of more analysts in fusion centers will hopefully reduce the perception that the DHS is withholding information. Mr. Hagy stated his belief that fusion centers must engage state and local law enforcement in order to effectively improve the information-sharing environment.

Mr. Hagy noted that he was impressed with the tour of the FLETC, and he praised its knowledgeable staff. He explained that his role will be to represent the Committee's interests back to Assistant Secretary Sexton so that he and colleagues, such as Ms. Patera, can work together to further the goals of state and local law enforcement. He stated how important it is for state and local law enforcement to become more and more involved with the DHS.

Briefings and Discussions

OSL Update/Committee Feedback - Mr. Seymour Jones, Deputy Assistant Director, OSL

Mr. Jones encouraged the Committee members to ask questions and provide input throughout the meeting. He asked the Committee for comments or corrections to the minutes from the last meeting. With no response, he accepted the minutes as written.

Committee Recommendations: Mr. Jones referred the Committee members to Tab 6 in their binders, pointing out recommendations members had made in the past and what the OSL has done to address them. One is the issue of capacity and the Committee's recommendation that the OSL drop-in training at conferences. Mr. Jones explained that the OSL has excelled in identifying conferences to deliver this type of training. As an example, the OSL will present training at the South Florida Law Enforcement Exposition this year. In addition, it will deliver a one-day training program with the Delaware Chiefs of Police, as well as some training with the Florida Intelligence Unit and the International Association of Directors of Law Enforcement Standards and Training (IADLEST). Additionally, the OSL is pursuing delivering training at National Sheriffs' Association (NSA) national conference.

The OSL is identifying geographic areas of the United States where its training has not reached. Mr. Jones explained that the OSL has incorporated the need to reach these areas as an objective in its strategic plan.

Mr. Jones suggested that the members review the remaining suggestions and the OSL's responses to them, then ask questions or provide comments on them during the meeting.

Advisory Committee Charter Update: Mr. Jones updated the Committee on changes to the Advisory Committee's charter.

- The name has changed from Advisory Committee to the Office of State and Local Training to State and Local Training Advisory Committee (SALTAC).
- The DHS Co-Chair has shifted to the Assistant Secretary for the Office of State and Local Law Enforcement from the Office of Strategic Plans.
- Two Federal ex-officio positions have been replaced on the Committee; namely, the Drug Enforcement Administration (DEA) and the Department of the Interior were replaced by the Bureau of Justice Assistance (BJA) and the Federal Bureau of Investigation (FBI).

- The charter specifies the appointing of individuals in lieu of organizations; therefore, these representative members may no longer have alternates represent them if they cannot attend the meeting.
- The citizen member position has been removed from the Committee.

OSL Reorganization / Staff Updates: Mr. Jones explained that the OSL now consists of three divisions – the State and Local Programs Division, the State and Local Training Management Division (a new division), and the State and Local Administrative Division (renamed from the Training Support Division). Mr. Jones acknowledged the three division chiefs – Malcolm Adams (State and Local Programs Division), Ron Dionne (State and Local Training Management Division), and Denise Franklin (State and Local Administrative Division).

Mr. Jones updated the Committee on the OSL’s staffing issues. He reminded the members that at the last meeting 40% of the staff was vacant. He explained that through creative and collaborative moves, particularly through Denise Franklin and the State and Local Administrative Division, the OSL is now fully staffed.

Homeland Security Academy: Ms. Atwood explained that the Homeland Security Academy was discussed at her meeting the previous day with FLETC Director Connie Patrick and Assistant Secretary Ted Sexton. At the meeting, Director Patrick indicated that the FLETC / OSL would pilot a program after a curriculum development conference is conducted, if the DHS will lend its support. Ms. Atwood stated that it is safe to say that both Director Patrick and Assistant Secretary Sexton were supportive of this. Mr. Jones noted that all members of the Committee would be positively affected by a Homeland Security Academy. Mr. Jones envisions the Committee having a role in making recommendations to facilitate the success of the Academy. He asked the Committee to think about this and discuss it during the open discussion period in the afternoon.

After a brief break and before continuing with his presentation, Mr. Jones announced to the Committee that Mr. Haynes will be retiring soon from the International Association of Chiefs of Police (IACP) and, thus, the Committee. He stated that Director Patrick would formally recognize his retirement through a letter. Ms. Atwood confirmed the need to formally recognize Mr. Haynes’s contributions to the Committee. Mr. Haynes stated that he has already been rewarded by being a member on the Committee.

OSL Strategic Plan: Mr. Jones explained that during the summer of 2007, a Senior Executive Service (SES) candidate, Keith Jones, was assigned to the OSL to identify a strategic planning process that would best fit the OSL. Mr. Jones indicated that he was very proud of the high level of engagement the entire OSL staff had in this process. Through an off-site session, subgroups, and various teams, the staff arrived at five clear goals with corresponding objectives and strategies. He explained that the OSL had to realign its mission and prioritize its values, in addition to coming up with a shared vision. He referred to Dr. Vivian Lord’s suggestion that the OSL’s vision should reflect where the OSL wants to be, not where it currently is. Mr. Jones explained that realigning the OSL’s mission was necessary in order not only to capture the essence of post-9/11 issues, but also to respect the OSL’s Congressional mandate. He explained that the reason the National Center for State and Local Law Enforcement Training was initially founded was to provide accessible training to those who could not otherwise afford it. With more than 90% of state and local law enforcement departments having 50 or fewer officers, accessibility and affordability continue to be an important part of the OSL’s mission. Furthermore, the OSL’s realigned mission must align with the DHS’s and the Secretary’s strategic objectives. Finally, the

realigned mission must include the importance of keeping training current by incorporating new techniques and technology.

Ms. Herriott complimented Mr. Jones and the OSL staff on the excellent job done in writing the OSL's realigned mission statement. She stated it helps her focus on her role as a Committee member. Furthermore, she believes this mission statement keeps training focused and consistent, so that basic training areas are not overlooked.

Mr. Jones explained that the OSL staff prioritized six values and incorporated the top four values into the plan. He explained that the OSL is already committed to the FLETC's more expansive set of values.

Mr. Jones again emphasized that every member of the OSL staff participated in formulating the goals and objectives. In addition, input from internal stakeholders (FLETC senior management) and external stakeholders (primarily the Advisory Committee) was critically important. He stated that there are elements embedded in the strategic objectives to ensure Advisory Committee assistance in implementing strategies to make the goals a reality.

Mr. Jones noted how the Committee's role was critical in finalizing the goals. For instance, Dr. Michael Parsons had suggested that the OSL position itself to continually pursue permanent funding streams. This was included in the goals. Also, the Committee reminded the OSL of the continued importance of classroom training, yet the importance of staying on the cutting edge of technology and new techniques. This assertion is also incorporated in the goals.

Mr. Jones explained that the strategic plan is currently being routed through channels for approval, after which there will be a re-briefing to the staff, particularly for the benefit of new staff members. He explained that the three division chiefs will facilitate the action plan because they will be responsible for implementation. The strategic plan will be linked to the staff's performance evaluations. Mr. Jones explained that he had surveyed several staff members about this, and most felt overwhelmingly positive that this will help performance to be more clearly measured.

OSL Program Validation - Mr. Ronald Dionne, Chief, State and Local Training Management Division, OSL

Mr. Jones introduced Mr. Ron Dionne, Chief, State and Local Training Management Division, to lead a discussion on the validation of OSL programs.

Mr. Dionne explained that this presentation is a result of questions members had raised on the critiques from the previous Advisory Committee meeting. He began by clarifying the two types of training programs that the OSL offers:

- Tuition-free training programs, which are exported all across the United States
- Center-advanced programs, which are designed, developed, and delivered by FLETC staff in Glynco, Charleston, Artesia, and Cheltenham

Mr. Dionne clarified that his discussion deals only with the tuition-free programs. He acknowledged that Dr. Vivian Lord, representing academia on the Committee, provided feedback on this topic, as did the FLETC's Evaluation and Analysis Division (EAD). Then, Mr. Dionne provided an overview of

Donald Kirkpatrick's four levels of evaluation. To demonstrate Level 1 evaluations at the FLETC, he referred Committee members to the Participant Feedback and Validation in Advanced Programs form, which queries students' reactions to training. This form includes questions such as what students liked about the course, what could be improved, and what technology might be added. Mr. Dionne noted that students are notified that these forms will later be used during curriculum review conferences held every three years.

The OSL obtains a 100% response on Level 1 evaluations because the Program Specialists collect them from students before handing out certificates at the completion of programs. The results have indicated ratings of "good" or "excellent" for OSL programs. The OSL has not been thoroughly analyzing the specific data that comes out of these reports due to a shortage of trained staff in the OSL and at the FLETC. He stated that the OSL is committed to improving this area given proper resources.

Next, Mr. Dionne spoke about the End of Program Report, which Program Specialists compile within five days of completing each program. These reports are reviewed by management (Mr. Adams, Mr. Jones, and Ms. Atwood) and contain information on any issues that may have occurred during the program and how quickly these issues were resolved.

Mr. Dionne explained that Level 2 evaluations are accomplished with written pre-tests and post-tests or in the form of laboratories and practical exercises, which are ongoing evaluations or assessments within training, done either by individuals or by groups of students.

Mr. Dionne described how the OSL conducts Level 2 evaluations or validation. As an example, he explained that with the Introductory Intelligence Analyst Program, delivered through an interagency agreement with the Federal Emergency Management Agency (FEMA), a pre-test is given at the beginning of the five-day program and a post-test is given at the end to look for marked improvement among students. Mr. Dionne stated that these tests are indicating that students are receiving value from the training program. However, he noted that further analysis of individual components could be done, again, with properly trained staff.

Mr. Dionne explained that the OSL is still working to develop effective ways of evaluating training provided in the State and Local Law Enforcement Training Symposium (SLLETS), which offers training in various topics in two-hour and four-hour blocks.

Mr. Dionne next described Level 3 evaluations, which measures behavior change. He noted that this is the type of evaluation about which Committee members had raised the most questions. Mr. Dionne explained that properly conducting Level 3 evaluations would include surveying the officer and supervisor after a period of time following the training program. The survey would include questions about how the officer has benefitted from the training and which tools and techniques learned in the program are being used by the officer.

Mr. Dionne discussed the OSL's Level 3 validation and the current problems associated with it. He noted that when the OSL sends surveys out to officers after a period of time following trainings, the response rate averages 27%. Dr. Lord has advised the OSL that a response rate should be at least 60% in order to allow for valid evaluation. Another problem with the OSL's Level 3 evaluation process is that surveys are sometimes conducted more than a year after the training, at which point it becomes difficult for officers to remember what knowledge they specifically gained in a class. A third issue with

the OSL's Level 3 evaluations is that officers frequently respond to surveys from their personal email accounts rather than from their work accounts, a probable indicator that many are not able to complete these questionnaires while on duty.

To combat these issues, Mr. Dionne explained that Dr. Lord suggested sending pre-notification letters before sending the surveys, as well as two follow-up notices. She also suggested sending out the surveys 30, 60, or 90 days after a training program, rather than annually, which should lead to higher response rates. Mr. Dionne further explained that this type of work should ideally be conducted by an educational specialist; OSL does not have this expertise on staff.

Finally, Mr. Dionne explained that Level 4 evaluations measure return on investment or how the organization changes. He noted that Dr. Lord and other professionals have signified that it is very difficult to measure change within a law enforcement organization. Mr. Dionne stated that the OSL is not currently conducting Level 4 evaluations.

Mr. Dionne confirmed that the OSL will continue evaluating its programs through Levels 1, 2, and 3. The OSL plans to thoroughly analyze data from the Level 1 evaluations for use at curriculum review conferences. In addition, Level 3 evaluations will incorporate pre-notification and two follow-up notifications, and will be conducted within a shorter period of time. For a one-day class, Level 3 evaluations will occur within 30 days. For three-day to five-day classes, surveys will be sent out within 60 to 90 days.

Dr. Lord commended the OSL for even thinking about Level 3 evaluations. She noted that if it is able to do this in a systematic fashion, the OSL will put itself above any other training in the Nation. She added that this will improve the quality of the OSL's training programs, which is part of its strategic plan. Furthermore, officers and supervisors will be able to describe not only what they have been able to implement, but also what barriers they may be facing in implementing the material learned in the course. This evaluation will also afford officers and supervisors the opportunity to explain how they may have shaped the material in order to implement it. Dr. Lord stated that all of the knowledge gained from Level 3 evaluations will assist with the OSL's outreach goal.

Dr. Lord reaffirmed that she is willing to assist the OSL with the Level 3 evaluations. Mr. Dionne reiterated that a challenge the OSL faces is having adequate staff in this area of expertise. He indicated that if funding is obtained for the Rural Policing Institute, the OSL might have the opportunity to hire a full-time employee to do this type of research for all OSL programs. Another possibility includes developing a partnership with an academic institution.

Mr. McMullen, from the FBI, inquired about the OSL's plan for Level 4 evaluations. Mr. Dionne responded that the experts have advised the OSL that Level 4 evaluations are extremely difficult. Mr. McMullen, recalling that Level 4 evaluations deal with return on investment, stated that this level of evaluation forces the supervisors to consider the value of sending people away for training. Dr. Lord commented that it would not be advisable to try to evaluate organizational change based on one-day training courses. However, she observed that there are other trainings from which long-term organizational impact should be expected. She stated that those courses, such as leadership training, should be identified carefully. Mr. McMullen inquired whether the customer is the officer taking the course or the agency of which he is part. Mr. Sal Baragiola stated that it is both. Mr. McMullen affirmed Mr. Baragiola's statement, because the person in the class can choose to take certain classes

and can choose to not take others, but from an organizational perspective, the agency can know what it wants its officers to learn. Mr. Dionne stated that his perception is that Level 4 evaluation represents the agency and Level 3 represents the individual officer and supervisor.

Mr. Ray Leyva questioned the three-year time frame Mr. Dionne mentioned during his presentation in reference to Level 3 evaluations. Mr. Leyva opinioned that three years between curriculum review conferences may be too long to wait due to frequent changes in technology. He suggested looking at a smaller group of between 10 and 15 programs, conducting an evaluation, and then making changes for the next 10 to 15 programs. Mr. Dionne affirmed that this is a valid point, and clarified that while the FLETC requires curriculum review conferences every three years, they can be done more frequently.

Mr. Peed asked if the FLETC or the OSL has its own academic partner in the region, or if there is an opportunity to develop one. Ms. Atwood responded that the FLETC has a partnership with Armstrong Atlantic University (AAU). She stated that she is not very familiar with the work that AAU has done with the FLETC, but we could easily find out. Mr. Dionne explained that from 2000 until 2004, the OSL received congressional funding for Minot State University (MSU) to conduct Levels 1, 2, and 3 evaluations of OSL training programs. MSU was conducting nationwide longitudinal studies of OSL programs in a timely manner until funding expired in 2005. The OSL does not currently have an academic partner.

Ms. Herriott raised the issue of public pressure often driving the types of training expected. An OSL staff member spoke to her about elder abuse and the need to train on more technological aspects, such as financial abuse. She noted there would be times when the OSL may be told which training topics should be a priority.

Dr. Lord noted the importance of Level 3 evaluations from officers and supervisors suggesting which aspects of training they were able to implement and how this is considered a return. She later explained that Level 4 evaluations are actually looking at what type of training would make an organizational difference.

Mr. Jones noted how responsibility for validation falls under the OSL's new State and Local Training Management Division, under Mr. Dionne's leadership. He explained the difficulties the OSL previously had because there was no single entity responsible for validation within the OSL. This partially drove the decision to restructure the OSL. Mr. Jones thanked Dr. Lord for taking an active role in the OSL and for her admirable contributions. Referring to Mr. Schuetz from FEMA, Mr. Jones explained that these validation processes can make training programs, such as the intelligence programs funded by FEMA, more credible to partner agencies. Mr. Jones noted that unless the OSL can obtain the funding and resources necessary to administer this kind of work, this task will be extremely difficult to accomplish.

Partnerships, Daphne Levenson, Executive Director, Gulf States Regional Center for Public Safety Innovations

Mr. Jones introduced Ms. Daphne Levenson, Executive Director of the Gulf States Regional Center for Public Safety Innovations (GSRCPPI).

Ms. Levenson discussed the Regional Community Policing Institute (RCPI) network, GSRCPPI specifically, and how it translates to FLETC training. In addition, she discussed the roles and

responsibilities of the GSRCP and the FLETC partnership, the attributes of a perfect local partner, and how both parties win when it is done correctly.

Ms. Levenson began with a general description of the RCPI network. She explained how the COPS Office created the RCPI network in 1997. There were originally 35 RCPI's; the remaining 26 form the only national network for delivering training. Ms. Levenson stated that through the hard work of many people, such as Director Peed, many entities such as the IACP, NSA, and BJA, were able to deliver training through the RCPI network.

Ms. Levenson noted that the GSRCP originally operated only in Louisiana, but now has expanded its governing board to include chiefs, sheriffs, and academies from other states to permit increased networking between the departments. The result is a very comprehensive and well-rounded board that helps the GSRCP make decisions about training priorities in the three states it encompasses.

Ms. Levenson explained how the RCPI's original mission was to institutionalize both community policing and RCPI's. In terms of institutionalizing community policing, she stated that she wished there was more funding available to deliver more community policing classes because there is a plethora of requests for them. In terms of institutionalizing the RCPI's, Ms. Levenson gave an in-depth description of how the RCPI's serve state and local law enforcement, by describing the various programs and trainings the GSRCP is involved with. She explained how these activities facilitate the GSRCP's direct access to chiefs and sheriffs, which is a resource it brings to the FLETC. She discussed the possibility of bringing the OSL's elder abuse program to a conference the GSRCP co-sponsors with the Louisiana Foundation Against Sexual Assault. In summary, she stated how there is a great deal of training the GSRCP can funnel through the FLETC to deliver in the GSRCP area.

Ms. Levenson stated how the GSRCP's partnership with the FLETC is one of the greatest things it does. She highlighted GSRCP's role in the partnership by explaining how the GSRCP can identify and set up locations, frequently at no cost, and assist with marketing of the training. Ms. Levenson explained that the GSRCP has booths at all of the area chiefs' and sheriffs' conferences, where it distributes not only information about the GSRCP, but also about any Federal partner, including the FLETC.

Ms. Levenson described the FLETC's role in the partnership, which is to provide the curriculum, instructors, materials, and funding. In summary, the FLETC delivers the training and the GSRCP arranges the logistics. Ms. Levenson discussed the importance of bringing training to her region at the current time because so many law enforcement officers either retired or moved out of the area after Hurricane Katrina. Because of this, it is difficult to fill classes. Many departments cannot afford to let too many people leave for training because they are so understaffed.

Next, Ms. Levenson discussed benefits to local partners. For the GSRCP, the main benefit is added services to its customers. In the wake of decreased funding, the GSRCP is still able to offer classes because of its partnerships. In addition, she noted that being associated with a group as esteemed as the FLETC gives the GSRCP added credibility. Another benefit is added resources for the GSRCP's customers.

Ms. Levenson next discussed drawbacks to such partnerships. One is the FLETC not being able to share names of the students due to security policies. A second drawback is the possibility of duplication of

training numbers. She explained that each partner must be careful to avoid this; thus, she reports it as technical assistance, which counts toward their grant performance.

In summary, Ms. Levenson stated how successful partnerships are based on trust and mutual support at every level and, ultimately, will enhance the services of both entities.

Mr. Jones opened the floor to questions for Ms. Levenson. Ms. Herriott asked if she suggests formal agreements, such as a memorandum of agreement, or if all her partnerships are built on trust. Ms. Levenson responded that the GSRCPi does use a memorandum of agreement, particularly when money is changing hands. She stated that in the case of the partnership between the FLETC and the GSRCPi, it has not been necessary because money is not changing hands.

Mr. Baragiola asked if Hurricane Katrina has set a different dynamic in place for the GSRCPi as opposed to other RCPI's. Ms. Levenson stated that Hurricane Katrina has led her staff to set a new standard. She explained how it makes her organization try harder because it has seen thousands of officers go through such a difficult time. However, she affirmed that all of the RCPI's are very good at what they do, but that each has its own personality.

Ms. Pam Cammarata commented that the very strong RCPI's are that way because of leadership. Ms. Cammarata brought up the point that the BJA has been funding RCPI's, and how she has recently hired a new program manager at the BJA who oversees these grants. Ms. Cammarata relayed that recently the new program manager expressed to her how impressed she is with the RCPI's, with respect to how quickly they schedule and fill classes and how well they know their communities and law enforcement agencies. Adding to Ms. Cammarata's comments about the speed with which RCPI's deliver training, Mr. Peed described how after 9/11 the BJA created the Joint Terrorism Task Force curriculum that the RCPI's used in order to deliver training. He stated that in a very short period of time (three or four months), they had trained approximately 6,000 state and local officers.

Virginia Tech Lessons Learned - Colonel Steve Flaherty, Superintendent, Virginia State Police

Mr. Jones introduced Colonel Steve Flaherty, Superintendent of the Virginia State Police (VSP). Colonel Flaherty provided an informational briefing on the April 16, 2007, incident at Virginia Tech.

The briefing opened with an overview of the demographics of the Virginia Tech region, public safety community, and interoperability of responding law enforcement. Colonel Flaherty discussed the timeline of events on the morning of April 16 in detail and took a comprehensive look at the background and life of killer, Seung-Hui Cho. The presentation explored the utilization of the Incident Command System (ICS)/National Incident Management System (NIMS), as well as identified the multiple Joint Operation Centers established to manage VSP's initial response, campus security, traffic control, dignitary protection, investigation, crime-scene processing, critical incident stress management (CISM) for on-scene law enforcement, and family support. In addition, Colonel Flaherty explained how investigators processed and managed the nation's largest mass murder on a school campus. The Superintendent closed with a detailed look at the role and influence of the media on the case and public perception, and how Virginia State Police and the Virginia Tech Police Department managed the massive media response the day of and in the week to follow.

Open Discussion

Mr. Jones invited Committee members to offer suggestions for presentations at future meetings. He also asked them to offer any recommendations they may have for the OSL. He specifically asked for feedback regarding how the Committee could contribute to the proposed Homeland Security Academy. Mr. Jones explained how the OSL would be asking members to serve on subcommittees. In addition, Mr. Jones asked the Committee members to fill out meeting critiques before leaving. He then opened the floor to recommendations, suggestions, and discussion.

Ms. Herriott raised the issue of problems within school systems, such as mini riots, which cause departments to tie up resources several times a month. Mr. Jones responded there is apparently a convergence of these types of incidents in colleges and schools. He indicated it was only a matter of time before someone suggests there be a more global approach to such incidents. Even though middle schools and high schools have not had the kind of highly exposed incidents as colleges, the problems need to be addressed and are not necessarily different. Mr. Jones asked Colonel Flaherty for his thoughts on this. Colonel Flaherty responded saying this has been an issue since 9/11, and seven years after the tragedy, communications is still in the forefront among issues and concerns. However, he noted that more groups are training together, which does address part of the communication problem.

Colonel Flaherty stated that another problem is competing technologies. He explained how his agency is currently trying to build a \$360 million radio system to deal with the interoperability problem in Virginia. Problems have arisen due to technology in the police car interfering with the radio. He explained how, particularly after 9/11, a large sum of money was spent on technology that now has to be replaced. In summary, he stated there is no single focused plan to deal with the communications issue.

Referring to the interoperability issue, Mr. Hagy stated how the Federal Government is concerned with sovereignty issues. He referred to the book *102 Minutes*, which was written by two New York City reporters about the 102 minutes before the World Trade Center towers fell. Mr. Hagy described how the first requirement for interoperable communications is the desire to make it happen. He stated his belief that this kind of conflict has not changed. When Mr. Hagy was a sheriff, \$25 million was spent on an 800 megahertz radio system in the county. To make his point about the Federal Government's concerns regarding sovereignty, he asked the members to consider what the reaction would have been if after his county had implemented that radio system, the Federal Government had demanded they change it, without providing the funding to do so. He stated that it makes more sense to do it on a statewide level.

Ms. Atwood observed that these issues exist not only within the Federal Government but within individual departments, especially in large departments. Territorialism exists in all levels of government. Ms. Atwood encouraged the Committee members to share their thoughts on how recommendations from the Advisory Committee can be of help to the FLETC in creating a culture of training together and sharing. Agreeing with Mr. Hagy and Ms. Atwood, Mr. Jones stated that operational policies should precede training. Ms. Herriott stated that the new DHS Assistant Secretary for State and Local Law Enforcement can probably provide advocacy on this issue.

Ms. Atwood asked if this area of interoperability is something that the Advisory Committee envisions could be addressed by the Homeland Security Academy. Mr. Baragiola stated that for this purpose, it would be better to look to the NSA and the IACP and the work they are doing in their technical groups with respect to interoperability issues, so as not to start from scratch. These groups have been working

on this issue for some time. Mr. Hagy added that DHS' s Science and Technology Director has discussed forming a focus group of law enforcement to produce ideas for research and development, so this may be an issue for them to address. Ms. Atwood stated that Jay Cohen has indicated that he wants to be part of the solution through Science and Technology.

Ms. Herriott asked if any groups, such as the IACP, are examining processes to overcome these kinds of territorial difficulties. Mr. Peed stated that his agency has spent about \$350 million supporting interoperability since 9/11. He explained that one of his agency's requirements is that all grantees come together for training after being awarded grants because it has found that the most important issue to overcome is the governance one. He stated that his agency's grants are required to be multiregional and multidisciplinary, but that the most difficult part is governance. So when these groups are brought together, they come up with best practices and guidelines through Search. Mr. Peed explained that Search is an organization that manages training for his agency. Specifically, it put his agency's grantee training together and has manuals on how to build a governance system.

Closing Remarks

Mr. Jones asked the Committee members to send recommendations on appropriate topics for the next meeting. He also asked the members to send their suggestions on issues discussed during the open discussion period of the current meeting to Reba Fischer. Mr. Jones then invited Mr. Hagy to offer his closing comments.

Mr. Hagy observed that Colonel Flaherty's presentation points to why all the members are here today. The various topics involved, including intelligence, investigation, and interoperable communications, point to the need for training. He confirmed that the reason everyone is present today is to come up with better ways of doing things.

Mr. Hagy noted that it is not advisable to try to pick up every new program that comes along, because if the OSL tries to do everything, it may sacrifice the quality of its current programs. He stated that the OSL should focus on what it truly wants to accomplish and, on what it can do extremely well.

Mr. Jones invited Mr. Peed to make his closing comments.

Mr. Peed thanked the FLETC staff for being responsive to the requests that were added to the agenda. He specifically referred to seeing the field training on "use of force" while on the FLETC tour, since the committee had heard the legal perspective at a previous meeting. He indicated that it was good to see the work on the strategic plan from the last meeting come to fruition in the form of mission, vision, values, objectives, and goals. Mr. Peed also indicated that if the RPI materializes, the RCPI's will be a good approach to helping the OSL get training across the country quickly and effectively.

Mr. Jones invited Ms. Atwood to make her closing remarks.

Ms. Atwood thanked the OSL staff for its hard work in putting the meeting together. She thanked the Committee members for their presence and input and commended Ms. Levenson and Colonel Flaherty for their presentations.

Mr. Jones announced that the next meeting will be October 16, 2008, at a location to be determined. He reminded the Committee to complete the critiques before leaving. Mr. Jones thanked the Committee members for their cooperation and input.

The meeting adjourned at 3:10 p.m., April 17, 2008.

I certify that this is an accurate accounting of the meeting held by the State and Local Training Advisory Committee, St. Simons Island, GA, on April 17, 2008.

// original signed //

Reba L. Fischer, Designated Federal Officer

State and Local Training Advisory Committee (SALTAC)
Federal Law Enforcement Training Center
Jekyll Island, Georgia
April 17, 2008

Agenda

Announcements

8:00 a.m.

Reba Fischer, Designated Federal Officer

Welcome / Introductions

Seymour Jones, Deputy Assistant Director, Office of State and Local Training (OSL)

Opening Comments

Cynthia Atwood, Assistant Director, Field Training Directorate, Federal Law Enforcement Training Center (FLETC)

Ted Sexton, Assistant Secretary, State and Local Law Enforcement, Department of Homeland Security (DHS) (Co-chair)

Carl Peed, Director, Community Oriented Policing Services, Department of Justice (DOJ) (representing the DOJ Co-chair)

OSL Update / Committee Feedback

Seymour Jones, Deputy Assistant Director, OSL

Questions / Comments from Members

Training Validation

Ron Dionne, Chief, State and Local Training Management Division

Value of Partnerships

Daphne Levenson, Executive Director

Gulf States Regional Center for Public Safety Innovations

Advisory Committee Photo

LUNCH (on your own)

Virginia Tech Lessons Learned

Steve Flaherty, Superintendent, Virginia State Police

Open Discussion

Closing Remarks

Carl Peed, Director, Community Oriented Policing Services, DOJ (representing the DOJ Co-chair)

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

Cynthia Atwood, Assistant Director, Field Training Directorate, FLETC

Critiques

Seymour Jones, Deputy Assistant Director, OSL

Depart

3:00 p.m.

State and Local Training Advisory Committee (SALTAC)
Federal Law Enforcement Training Center (FLETC)
Department of Homeland Security
April 17, 2008
Jekyll Island, Georgia

Attendees

Committee Members and Representatives

Mr. James Hagy, Law Enforcement Coordinator, representing Department of Homeland Security (DHS)
Co-Chair Ted Sexton, Assistant Secretary for State and Local Law Enforcement

Mr. Carl Peed, Director of the Community Oriented Policing Services (COPS), representing Department
of Justice (DOJ) Co-Chair Jeffrey Sedgwick, Acting Attorney General for the Office of Justice
Programs

Sal Baragiola, Undersheriff, Bernalillo County (New Mexico), consultant for local law enforcement
Pam Camarata, Associate Deputy Director, BJA, DOJ, representing the Director, Bureau of Justice
Assistance (BJA), DOJ

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

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

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

Larry Haynes, International Association of Chiefs of Police (IACP); Director of Training, IACP

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

Dan McMullen, Chief, Law Enforcement Programs Section, representing the Assistant Director,
Training Division, Federal Bureau of Investigations (FBI), DOJ

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

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

Steve Schuetz, Director, Training Operations, National Preparedness Directorate, Federal Emergency
Management Agency (FEMA), DHS

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

Federal Law Enforcement Training Center

Cynthia J. Atwood, Assistant Director, Field Training Directorate (FTD)

Seymour A. Jones, Deputy Assistant Director (DAD), OSL

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

Ron Dionne, Division Chief, State and Local Training Management Division (SMD), OSL

Denise Franklin, Division Chief, State and Local Administrative Division (SLA), OSL
Reba Fischer, Program Analyst (Designated Federal Officer), SLA, OSL
Steve Babcock, Program Specialist, SPD
Nancy Beavers, Support Services Specialist, SLA
Mike Bostic, Program Specialist, SPD
Jim Carter, Training Technician, SMD
Bruce Clements, Division Chief, Law Enforcement Leadership Institute
Susie Cooley, Training Technician, SMD
Dan Fischer, Senior Policy/Program Analyst, FLETC
Adam Harper, Training Specialist, SMD
Lisa Harris, Training Technician, SMD
Yolanda Higginbotham, Training Technician, SMD
Phil Krauss, Program Specialist, SPD
Paul Imbordino, Deputy Associate Director, Washington Office
Chad Ireland, Operations Specialist, SLA, OSL
Dorie Jones, Peer Support Specialist, Critical Incident Stress Management (CISM)
Gail London, Program Manager, CISM
Lisa Madero, Training Technician, SMD
Rosana Mora, Program Specialist, SPD
Melissia Nyers, Training Consultant, IACLEA
Pat Perry, Training Technician, SMD
Roberta Radosevich, Program Specialist, SPD, Rio Rancho Department of Public Safety detail
Andrea Ramirez, Intern, CISM
Sylvia Rose, Program Analyst, OSL
Scott Santoro, Program Specialist, SPD, OSL
Margaret Sullivan, Operations Specialist, SLA
Paul Susenbach, Traumatic Stress Specialist, CISM
Janice Teich, Assistant Chief, Evaluation and Analysis Division, FLETC
Jennifer Tocco, Support Services Specialist, SLA
Carol Wood, Support Services Specialist, SPD
Ed Zigmund, Program Specialist, SPD

Guests

Georgia Abraham, Committee Management Officer, DHS
Mike Fullerton, Executive Director, Office of State and Local Law Enforcement, DHS
Daphne Levenson, Director, Gulf States Regional Center for Public Safety Innovations (GSRCP)
Katherine McQuay, Supervisory Policy Analyst, COPS, DOJ
Anne Petera, Assistant Secretary, Office of Intergovernmental Affairs, DHS

Not represented

Major City Chiefs (MCC)
National Sheriffs' Association (NSA)
Police Executive Research Forum (PERF)