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2018-2019 STRATEGIC PLAN YEAR-END REPORT

GOAL 1: CLEST will stimulate and design high quality training and standards that revolutionize policing.

Measurable Objective 1 in Goal 1: Develop a statewide core curriculum and template for replication in Arkansas police academies.

Strategy 1: Update curriculum, according to new laws, policy, and regulations by researching state and federal law and prevailing court decisions.

Strategy Detail 1: Research state and federal law and prevailing court decisions with the purpose of providing updated curriculum.

REPORT:

- ALETA instructors have reviewed curriculum and completed terminal and enabling objectives. Test questions have been written to address all objectives.
- 2018 is the current review year for lesson plans. Instructors have reviewed what is currently being taught. Several classes will need to be refreshed and/or updated after July 1st.
- The Office of Law Enforcement Standards will share good lesson plan information with training supervisors when given permission from the requesting agencies.
- All formal basic curriculum updates will be distributed to all academies.
- CLEST is revising the Part-time/Auxiliary basic 110 hour course to mirror the courses and objectives taught in the full-time basic academy, with the goal of making approximately 70-80 hours of the course available on the online learning management system.
 - Currently law enforcement agencies deliver the training in a classroom environment spread out over a period of weeks. To make the quality of the

training consistent across the state, the online training will be combined with a 30-40 hour in person instruction block limited to a smaller number of instructors.

- The introduction of a central testing system will help ensure the integrity and consistency of the training.
- The revision also allows the 110 hour course to be offered to applicants for reciprocity from other states and federal agencies and for those officers that have been out of law enforcement service for more than 3 but less than 7 years.

Strategy 2: Review and revise curriculum to reflect the highest standards in training.

Strategy Detail 1: Attend quality training and implement appropriate updates and changes in the current curriculum.

REPORT:

- CLEST Instructors attended CIT Instructor Training, ALERRT Instructor Training, EVOC Instructor Training, Sniper School, EVOC Instructor Training, FBI course, CIT, ASP Baton Training, Self-Aid/Buddy Aid, Stop the Bleed Training, MLFT, ARMDI, Force Science Institute courses on Use of Force, Officer Involved Shooting, MICO Training, Coroner Training, and Cultural Diversity/Media and Social Media Relations. CLEST Instructors also taught Stop the Bleed Training, EVOC, ARMDI, MLFT, and Coroner Training, among others. One CLEST employee completed Northwestern SPSC.
- Adjunct instructors for the basic academy include current practitioners in their field of expertise.
- The 911 Coordinator attended several conferences and classes including 911 training, APCO-NENA in Las Vegas, and disabilities training.

Strategy Detail 2: Research training topics and educational resources and implement appropriate updates and changes in curriculum.

REPORT:

- ALETA reviews curriculum every two years and implements appropriate updates.

Strategy 3: Compare and contrast similar training by obtaining curriculum from other Peace Officer Standards and Training (POST) organizations

Strategy Detail 1: Correspond with other POST organizations and compare and contrast curriculum and implement appropriate changes in curriculum.

REPORT:

- Curriculum from Nevada and Wisconsin, along with the current Part-Time II curriculum was used to form the terminal and enabling objectives for the revised Part-Time II course.
- ALETA collaborates with IADLEST members on a consistent basis in order to implement appropriate updates.

Measurable Objective 2 in Goal 1: CLEST will conduct a statewide law enforcement survey to better inform curriculum development and improve standards.

Strategy 1: Design a survey to issue to agencies that allows agencies to express the needs that they have concerning law enforcement training.

Strategy Detail 1: Use current topics in law enforcement to design a survey that evaluates law enforcement training needs.

REPORT:

- A survey was developed and distributed to law enforcement agencies across the State.
- CLEST is currently developing a survey to send to student 6 months to one year post-academy to receive feedback on training experiences.

Strategy 2: Conduct and analyze surveys to prioritize changes to curriculum

Strategy Detail 1: Organize implementation of distribution and collection of survey

REPORT:

- The first survey has been distributed and the results have been collected.

Strategy Detail 2: Analyze the results of the survey and implement appropriate additions or changes in curriculum.

REPORT:

- CLEST Agents have reviewed the responses received and are working to implement appropriate changes to better accommodate agency needs.
- CLEST Staff discussed the survey results during a scheduled CLEST staff meeting.

Measurable Objective 3 in Goal 1: Explore the increased use of technology and technological innovation to improve policing and accountability.

Strategy 1: Incorporate technologies and increase scenario-based learning by providing access to online training and increasing practical trainings.

Strategy Detail 1: Attend quality training and implement appropriate updates and changes in current curriculum.

REPORT:

- Online training is continually updated and made available to law enforcement on the CLEST learning management system.
- The CLEST Director worked with the Arkansas Association of Chiefs of Police to make approximately 50 hours of high-quality, online, training available to municipal, county and state law enforcement agencies at no charge to the agency. There were 19,093 online course submissions for 2018.
 - CLEST has also developed online training for agencies that is available through the learning management system and plans to add additional courses in the future.
 - CLEST has partnered with BJA to allow Arkansas law enforcement officers to take Valor training online through the learning management system.

Strategy Detail 2: Research training topics and educational resources and implement appropriate updates and changes in curriculum.

REPORT:

- CLEST Agents have completed a curriculum review.

Strategy 2: Measure academic success through the utilization of online testing through purchase and implementation of the online testing module.

Strategy Detail 1: Receive training on testing module.

REPORT:

- A testing module has been purchased and added to the online learning management system.

Strategy Detail 2: Upload questions and develop testing modules for existing courses.

REPORT:

- Questions for the basic academy have been uploaded to the learning management system.

Strategy Detail 3: Use test bank data to evaluate success of student learning and make plans to reteach objectives that were not learned.

REPORT:

- NW ALETA has piloted the testing module and reported on successes and complications.

Strategy 3: Add the use of computer applications in learning differentiation in the basic academy class.

Strategy Detail 1: Develop differentiation strategies for learning to include specifically in the basic academy. This could include, but is not limited to, scenario based learning, online research, and formative whole class assessments.

REPORT:

- CLEST received a donation of tablets for student use in the academy. The tablets were successfully piloted at the NW ALETA campus and used to supplement training in DV, AI, and Felony Stops. NW ALETA also provided basic academy students with a supplemental folder that contains additional useful resources.
- ALETA now uses online training through the learning management system to enhance learning. ALETA also uses zipgrade to keep records of assessments and evaluate gaps in learning.
- ALETA uses the MILO system to train for use of force and test decision making skills
- NW ALETA has implemented the MANTIS X system to aide students in firearms training

GOAL 2: CLEST will enhance accountability and professionalism in policing by certifying quality training.

Measurable Objective 1 in Goal 2: Review the certification process of training to ensure classes meet high standards.

Strategy 1: Review procedures for certifying training and amend any procedures that do not require training to meet high standards

Strategy Detail 1: Develop core objectives and time requirements that must be met for every course that is approved by standards.

REPORT:

- The courses that are required annually (firearms and racial profiling) are now pre-approved and listed on the website with the training objectives that must be met for each course. This helps with standardization and requires the department to meet the core objectives established for the training.
- CLEST Agents review training submitted from outside CLEST and evaluates each course individually to ensure the objectives and the training hours are appropriate for the course and the instructors have the appropriate certification.
 - CLEST requested a survey on qualifications standards for firearms through IADLEST.
 - CLEST Agents conducted a thorough review and updated course standards for handgun, precision rifle and patrol rifle courses.

Strategy Detail 2: Compare submitted training request to core objectives and time requirements to ensure training meets standards. Check submitted instructors training record to ensure they have completed required training to be an instructor.

REPORT:

- Pre-approved courses (firearms qualification and racial profiling) have lesson plans readily available on the CLEST website.
- Instructors are evaluated individually when a pre-approved course is submitted.
- Instructors for courses that are not pre-approved are submitted are evaluated when the lesson plan is submitted.

GOAL 3: CLEST will be a resource for departments seeking to improve policing.

Measurable Objective 1 in Goal 3: CLEST will enhance the agency website to provide information on training and current law enforcement issues allowing agencies to be abreast of valuable relevant information.

Strategy 1: Training will be updated regularly to allow agencies to easily see what training is available.

Strategy Detail 1: Training will be posted on CLEST website.

REPORT:

- CLEST provides training announcements on its website along with providing classes on the learning management system.

Strategy 2: Emerging law enforcement announcements will be posted on the agency website.

Strategy Detail 1: Research law enforcement information sources and provide pertinent information that is immediately relevant to law enforcement agencies.

REPORT:

- CLEST provides multiple sources of information on the website including: policies and procedures, links to important classes, training schedules, and missing person's reports.
- The agency website has been redesigned to make information easier to locate.
- Course information and approvals are posted on the website along with the CLEST class number.
- Access to the learning management system is posted on the home page with easy to follow instructions to set up an account.
- The frequently asked questions portion of the website has been updated.
- Proposed rule changes are posted on the website along with the current rules for agencies and the public to review.
- All ALETA campuses have been given individualized tabs on the CLEST website to publish information relevant to each individual campus.

Measurable Objective 2 in Goal 3: CLEST will be a resource for model practices and collect best practices for distribution to the field.

Strategy 1: Promote the highest standards in training and serve as a resource for Arkansas law enforcement agencies.

Strategy Detail 1: Set the example of the highest standards in training for law enforcement by modeling best practices in instruction.

REPORT:

- ALETA provides lesson plans to local law enforcement agencies.
- Administrative updates to handbook have been completed to reflect progression in technology and practical training, Implementation of Safety Procedures, and Specific protective measures (Ballistic Vests, Safety Glasses, IFAKS).
- ALETA has implemented the use of radios into all practical-based scenario training to exponentially increase the effectiveness of training students in the use of radio communications, multi-tasking, officer safety, etc.
- ALL basic police academy graduates receive the following certifications: LEFR Certification, ALERRT Level 1, SFST, and Intoximeter. NW ALETA students also receive VCQB (Vehicle Close Quarters Combat) training.
- Adjunct instructors are current law enforcement officers with proper training and recent experience in application of the skills taught.

Strategy 2: Monitor emerging issues in policing as they relate to training and review current best practices in training and their appropriate application in the current culture demographic

Strategy Detail 1: Research emerging issues that will influence the profession of law enforcement and adapt training to keep law enforcement abreast.

REPORT:

- ALETA updates curriculum every two years and also provides new training based on current legislation and trends in law enforcement.
- CLEST has opened a new academy in Central Arkansas that offers two basic classes per year. The Northwest ALETA campus has increased from two basic classes per year to three classes per year to supply the need agencies have with the demand to train new officers.

Strategy 3: CLEST will provide training to law enforcement officers in Crisis Intervention as it relates to citizens with mental health and other disabilities in accordance to Arkansas Act 423.

Strategy Detail 1: CLEST will require officers enrolled in a commission certified basic police training academy to complete at least sixteen hours of training relating to behavioral health crisis intervention in a law enforcement context.

REPORT:

- The Crisis Intervention Team training class has been designed and implemented in the basic law enforcement academy.

Strategy Detail 2: CLEST will certify specialized training for qualified law enforcement of at least 8 hours.

REPORT:

- This was completed by CJI.

Strategy Detail 3: CLEST will certify crisis intervention team training of at least 40 hours taught over 5 consecutive days.

REPORT:

- The Crisis Intervention Team training class has been designed and implemented across the state of Arkansas.

Measureable Objective 3 in Goal 3: CLEST will produce, collect, and disseminate model lesson plans.

Strategy 1: CLEST will provide access to lesson plans and lesson resources to Arkansas law enforcement departments

Strategy Detail 1: A method will be established to provide lesson plans and lesson resources to Arkansas law enforcement departments

REPORT:

- ALETA provides lesson plans to agencies upon request.
- The Office of Law Enforcement Standards has placed model course of fire and the racial profiling lesson plans on the website for easy access.

GOAL 4: CLEST will input and evaluate law enforcement training records.

Measurable Objective 1 in Goal 4: CLEST will issue applicable certifications to individuals who meet standards and monitor officer records in order to ensure officer compliance.

Strategy 1: Review procedures for certifying law enforcement officers and amend any procedures that do not ensure the minimum eligibility requirements are met.

Strategy Detail 1: Review procedures for certifying law enforcement officers.

REPORT:

- Procedures have been reviewed and implemented for certifying law enforcement officers.
- CLEST Agents review applications sent to the Office of Law Enforcement Standards for officer certification to ensure the officer meets the standards set by CLEST for the certification type requested.

Strategy Detail 2: Amend procedures that do not ensure minimum eligibility requirements are met.

REPORT:

- Procedures have been reviewed and implemented for certifying law enforcement officers.
- CLEST now requires online FEMA training and TIMS training to be completed prior to the basic academy.
- The ACADIS software platform has driven an on-going review of agency processes, resulting in much greater efficiency and accuracy.
- The process for applying and renewing certifications has begun the transformation from paper to automation.
- CLEST has established processes to ensure the ability to identify those officers out of compliance for training hours.

GOAL 5: CLEST will increase efficiency and customer service in systems and operations.

Measurable Objective 1 in Goal 5: CLEST will ensure regulations are met for Arkansas law enforcement officers using the automated law enforcement records management system (ACADIS).

Strategy 1: Require the electronic submission of all documents and supporting documentation thus reducing the use of paper and duplication of work duties.

Strategy Detail 1: Provide training for law enforcement agencies on how to use ACADIS to submit documents.

REPORT:

- Training has been implemented and distributed instructing agencies on how to use and submit documents using the online ACADIS platform.
- The learning management system now has approximately 7241 registered users with the number of active users increasing daily.
- There are approximately 828 users with access to their agency records and the ability to submit documents through the ACADIS platform with the number of users increasing daily. Access beyond the individual user record requires the permission of the agency head.
- ALETA has taken steps to become paperless in daily operating procedures.

Strategy Detail 2: Use ACADIS to monitor the compliance of local agencies.

REPORT:

- New officers must now be submitted through the portal along with all paperwork. Using the ACADIS platform, the required documents are gathered at the time of appointment and verified, then entered into the law enforcement officer's record.
- CLEST has established continuing education requirements. Compliance with the requirements are included for verification during an agency audit. The ACADIS platform is now being used to verify compliance. Officer records not in compliance can be exported for tracking by CLEST Agents.
 - The Office of Law Enforcement Standards has implemented standardized course names for certain courses in order to more effectively track non-compliance. Future plans are to have all employment documents of employees hired prior to 2019 uploaded so that agencies can be audited using ACADIS.
- Updates to the ACADIS platform have allowed agencies to apply for all available CLEST certificates online. Once the request is reviewed and approved by the Office of

Law Enforcement Standards, the agency is notified by email and the certificate is available for printing through the online platform. If a certification is rejected, the agency is notified by email with an explanation.

- The required portal administrator class is available online, resulting in a greater number of agencies using the ACADIS platform to submit documents and information to the Office of Law Enforcement Standards.
- Electronic review of records by CLEST personnel and agency access to records on ACADIS platform has proven beneficial to CLEST and the individual agencies. The agency can identify any deficiencies and corrections needed in the record maintained at the Office of Law Enforcement Standards and take steps to correct those problems.
- The projection for total paperless submission is the beginning of the 2019-2020 fiscal year.

Measurable Objective 2 in Goal 5: Expand the implementation of the automated law enforcement records and management system (ACADIS) to allow agency use and access.

Strategy 1: Allow portal access to the electronic records and management system for viewing agency records, verification of document submission, and individual training reports.

Strategy Detail 1: Train agencies to use the portal to access electronic records, verifying agency records, and access individual training reports.

REPORT:

- Processes have been established and implemented for law enforcement agencies to submit training for approval through the ACADIS platform.
- Processes have been established and implemented for agencies to report completed training for approval through the ACADIS platform.
- Processes have been established and implemented for law enforcement agencies to submit newly hired officers for approval and report changes in employment status for their agency.
- All basic students are required to create a portal account during the first week of the academy.
- Processes have been established and implemented for training facilities to submit completed training through the ACADIS platform.
- Online classes have been added to the ACADIS learning management system for any law enforcement officer with access.

- A portal permission form has been implemented to ensure those with portal administrator access are approved by their agency.
- Processes have been established and implemented to update portal permissions for individual officers to have the ability to take online training and register for classes.