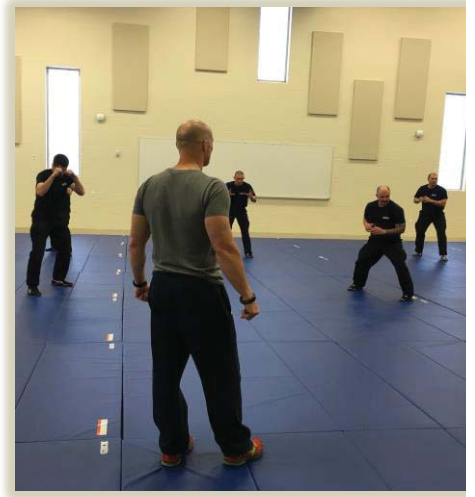




2016 IADLEST Colorado POST Audit

2016

The International Association of Directors of Law Enforcement Standards and Training (IADLEST) is an international organization of training managers and executives dedicated to the improvement of public safety personnel. IADLEST serves as the national forum of Peace Officer Standards and Training (POST) agencies, boards, and commissions as well as statewide training academies throughout the United States.



Contents

EXECUTIVE SUMMARY 7

 Audit Team Findings and Recommendations 11

 Staffing and Organizational Structure 11

 Audits – Grants 14

 Organizational Resources 17

 Audit Conclusion..... 20

BACKGROUND and HISTORICAL PERSPECTIVE 21

 ORGANIZATIONAL STRUCTURE 21

ADDENDUMS 23

ADDENDUM 1 REVIEW OF STATUTE and ADMINISTRATIVE RULE..... 24

 POST Rule 3 - Director’s Authority 27

 POST Rule 3 – Director’s Authority (Variances (a)(VI))..... 27

 POST Rule 5 - Hearings..... 27

 POST Rule 6 - Declaratory Orders..... 28

 POST Rule 7 -Variances..... 28

CERTIFICATION – Issuance..... 29

 POST Rule 17 - Certification Records 29

 POST Rule 14 - Fingerprint-Based Criminal History Record Check 30

 POST Rule 11- Provisional Certification..... 31

 POST Rule 10 - Basic Certification 32

 POST Rule 13 - Renewal of Basic Certification..... 32

 POST Rule 12 - Reserve Certification..... 33

DENY, SUSPEND, REVOKE LICENSE (CERTIFICATION) 34

 POST Rule 8 - Denial based on criminal conviction 34

 POST Rule 9 - Revocation Hearing based on Criminal Conduct..... 34

 POST Rule 18 - Certification Suspension and Revocation 35

 POST Rule 28 – In-Service Training Program 37

TRAINING..... 38

 POST RULE 21 – Basic and Reserve Training Academies 38

Overview of Colorado POST Academies in relation to Community Colleges and Geographic Population.....	39
POST Rules relating to Reserve Training.....	41
Job Task Analysis.....	42
Curriculum Overview.....	43
Training Methodology.....	48
TESTING MEASURES.....	49
POST RULE 3 – Director’s Authority.....	49
POST Rule 15 - Certification Examination Basic, Provisional Renewal.....	49
POST Rule 16 - Skills Examination for Provisional and Renewal.....	49
INSTRUCTORS and SUBJECT MATTER EXPERTS.....	50
POST Rule 23 – Academy Skills Instructors.....	50
POST Rule 25 – Academy Instructor Training Programs.....	50
POST Rule 4 – Subject Matter Experts.....	50
POST Rule 26 - Academy and Training Program Inspections.....	51
POST Rule 26 – Academy and Training Program Inspections.....	51
FIELD TRAINING PROGRAM.....	52
POST Rule 28 - In-service Training Program.....	53
FEES-FUNDING-GRANTS.....	55
GENERAL COMMENTS on RULES.....	56
ADDENDUM 2 –Training Academy Survey.....	59
Training Academy Survey Summary.....	59
Introduction to survey - Director Amend.....	61
Introduction to survey - Ms. King.....	62
Survey Participation Results.....	63
Survey Instructions, Part 1 – Maintaining Standards and Record Keeping.....	65
Survey Instructions, Part 2.....	72
Comparison of Colorado POST training to other states.....	79
Equivalency between in-house and college training.....	80
Training and Testing Methodology.....	83
ADDENDUM 3 – Law Enforcement Agency Head Survey.....	90

Agency Head Survey Summary 90
Introduction to survey - Director Amend 92
Introduction to survey - Ms. King..... 93
Survey Participation Results 94
Statistical review of participation 102
Part 1 Maintaining Standards and Recordkeeping..... 103
Part 2 – Section A - Grant Funding..... 116
Part 2 – Section B - Training..... 129
ADDENDUM 4 – Colorado POST Staff Surveys and Interview Synopsis 154
IADLEST Auditor Biographies..... 163
Resources 164

DRAFT

This page intentionally left blank

DRAFT

EXECUTIVE SUMMARY

The IADLEST Audit Team wishes to thank the Colorado POST and the Colorado Attorney General for the cooperation that was given throughout this audit process. Additionally, we would like to commend the POST, specifically Director Amend, as well as Attorney General Coffman for their proactive philosophy in requesting an audit of the POST operations. Such a philosophy is indicative of the high level of professionalism and honest intent to improve the law enforcement profession in the State of Colorado.



We would like to acknowledge the POST staff who exhibited a high level of professionalism and openness during the entire process. We found a common sense of purpose and focus by the staff throughout the interview process. It is apparent that the staff understands the organizational mission and is committed to the improvement of the law enforcement profession in Colorado.

Scope and Purpose of Audit

The scope of this audit is to identify both what is working well and areas that can be improved upon to ensure the Colorado POST is providing constituent support in an effective manner. The purpose of the audit is to ensure Colorado POST conforms to best practices in peace officer training. The areas the Audit Team focused on were the Administrative Rules, the constituent perceptions and the operations of the agency.

Statutory and Administrative Rule Review

The Audit Team systematically reviewed the Colorado POST in a number of steps. The initial step was a review of the statute and related administrative rules. The purpose of this review was to determine the statutory authority for the Colorado POST and its functions. The next step was a review of the administrative rules to determine if the rules were supported by the statute, to identify any potential conflicts between rules and statutes, to identify inconsistencies within the rules, and to identify any inconsistencies or ambiguous areas within rules. In substance, a number of areas were identified for further review by the Attorney General's office to ensure clarity, consistency and readability by constituents bound by the rules. For greater detail, see page 23.

Training Academy Perceptions

Customer Service and Communication

A survey was used to obtain feedback from the training academies' leadership. The survey included customer service and constituent perceptions relating to the Colorado POST, and its staff, in the areas of maintaining standards/record keeping and the oversight of grant funding and training.

The surveys revealed there is a high degree of satisfaction with the level of customer service received; they received ratings of "Excellent" in the areas of helpfulness, expertise, availability, professionalism, courtesy and responsiveness. Most find that the Colorado POST services have been "*Getting better*" over the past two years. A number of respondents had positive comments about the POST website and its usefulness.

Training

While 60% of the participants' perceptions are that agency in-house basic law enforcement training is "*Better*" than college programs, they believe 60%¹ of the public's perception is that they are "*Equivalent.*" Respondents cited "quality of instructors" and "learning environment" as contributing factors for their ratings.

Overall, scenario-based training is recognized as the most efficient training and testing methodology. For greater detail, see page 59.

¹ The survey respondents represent 60% community colleges and 40% law enforcement agencies.

Law Enforcement Perceptions

A survey was used to obtain feedback from law enforcement agency heads. The survey included customer service and constituent perceptions relating to the Colorado POST, and its staff, in the areas of maintaining standards/record keeping and the oversight of grant funding and training. It also included questions relating to how basic law enforcement training compares to other states, as well as between the college and agency in-house environments, the actual training and testing methodology, and training responsiveness to emerging industry trends.

Customer Service and Communication

The surveys revealed there is a high degree of satisfaction with the level of customer service received; they received ratings of “*Good*” or “*Excellent*” in the categories of timeliness, accuracy, helpfulness, expertise, availability, usefulness, consistency, reliability and responsiveness. Most participants find the Colorado POST “*Excellent*” in the areas of professionalism and courtesy. Most find that the Colorado POST services have been “*Getting better*” over the past two years. The common themes that emerged for opportunities for improvement include:

1. Need for consistent interpretation of rules and policies;
2. Need for consistent messaging relating to grant and training opportunities.

Training

Most participants’ perceptions is that training at law enforcement academies is better than training at college training venues; they cited the quality of instructors, curriculum and student accountability as contributing factors. Overall, scenario-based training is recognized as the most effective training and testing methodology. Throughout the survey there is a common concern about the inability to determine the eligibility or suitability of students who attend college academies as viable law enforcement candidates. For greater detail, see page 90.

Agency Heads who requested follow-up after the survey. The following were collective concerns expressed:

1. They are concerned about unfunded training mandates;
2. They want a clear and consistent message about what is required of them;
3. They want input prior to mandates becoming law.
4. Small and rural agencies cannot leave their community without public safety to attend training

Colorado POST Staff Perceptions

A survey was used to obtain feedback from the Colorado POST staff. This survey included:

1. The purpose and scope of each position;
2. Communications and organizational structure;
3. Problem-solving and decision-making;
4. Major challenges;
5. Perceptions of the quality of peace officer training.

Because the focus of this survey was on the individual positions and their unique duties and perspectives, most of the survey questions are individually unique. This survey was followed up by personal interviews with the POST staff. Over half of the POST staff said things had been better in the past two years and identified Director Amend's leadership as the significant factor.

Most of the staff feel they cannot get their work done in a timely manner and many report working late and taking work home to complete it. There was a direct correlation to the consistent feelings of stress by the staff and their workload.

There were areas of potential liability discussed, primarily around the lack of staff to perform regular and routine audits on training and grant funding to ensure both were in compliance.

A common theme discussed was the lack of depth in staff, lack of knowledge of each other's jobs and a lack of institutional knowledge. There was concern about the negative impact on the constituents if they or a colleague was absent. POST staff recognized that lack of knowledge about each other's jobs and institutional knowledge is aggravated because the job duties have not been memorialized in a standard operating procedures manual.

For greater detail, see page 153.

Audit Team Findings and Recommendations

Staffing and Organizational Structure

Since the 2011 audit report², Colorado POST has significantly grown with regard to responsibilities and funding. The grant budget grew from 1.5 million dollars to 4.85 million dollars in the span of five years. Along with the increase in grant dollars comes the fiscal responsibility for review, approval and auditing of these funds.

Additional substantive statewide legislatively mandated programs have been added such as the 24-hour in-service training requirement and the Marijuana Program. Of note, in addition to the 24-hour in-service training requirement there is also a compliance requirement that results in sanctions for non-compliance. Additional programs such as Anti-bias, Community Policing, De-escalation Techniques, Proper Holds and Restraints and Interacting with Individuals with Developmental Disabilities will be implemented later this year. To offset the workload of the additional programs, two positions were added to support these programs. However, the complexity of programs and statewide ongoing compliance requirements require additional staffing support.

Over the past five years, there has been significant staff turnover, particularly with the leadership of the agency. This has resulted in limited direction for the staff and lack of organizational direction. Presently, there is only one individual with greater than 4 years of service with this agency.

The impact of the aforementioned circumstances and demands on staff is that many tasks have been absorbed by staff out of necessity. The overall organizational structure and the most appropriate functional dissemination of such duties does not appear to an outside auditor to coincide with current assignments. Because this is a small agency, there is limited staff. This poses a concern to staff members as it relates to institutional knowledge and the ability to perform another's duties in the event of a vacancy. Compounding this is the lack of any operating procedures manual (this will be discussed in a following section).

² Colorado POST Program, September 2011

Finding 1:

Based on the increase in mandated training, and its ancillary funding and compliance requirements, in comparison to other POST agencies around the country it appears there is currently a lack of staff to complete the duties of both appropriately managing and auditing the training and funding components of POST.

Findings 2:

Based on the functional tasks of POST staff and the associated communications internally and with constituents, it appears there are fiscal tasks being handled by staff who were hired to perform a different function and these tasks impede their primary job focus. This may also be a factor in the survey results that indicate inconsistent messaging to constituents on grant funding issues.

Finding 3:

There are a small number of employees supporting a statewide constituency in three distinct areas. If there were any staff vacancies, there are no safeguards, such as cross-training and standard operating procedures manuals, in place to ensure continued constituent support at an appropriate level.

Recommendations:

Create Functional Units; Business, Training and Professional Standards

(see Proposed Organizational Chart, page 15)

1. **Business Services.** The Audit Team recommends all duties relating to fiscal matters be retained in the Business Services functional unit. The fiscal duties relating to grant review, processing, awarding and auditing would be performed by this functional unit whose staff have the knowledge, training and experience.
2. **Training.** The Audit Team recommends the Curriculum Research and Development duties are shared by both staff to ensure consistency in training and testing methodology in both the Basic Training and In-service Training. This will allow for a seamless transition in the building block approach between basic and advanced training. Liaison with the SME committees will also support these efforts.
3. **Professional Standards.** The Audit Team recommends the inspection and compliance duties of academies, instructors and curriculum delivery are

shared by both staff within this unit for greater and more consistent coverage across the state.

Staff within functional units:

1. **Lead Workers.** The Audit Team recommends three Lead Workers be assigned to each of the functional units. These individuals would be expected to carry out priorities identified by the Director and assign work. These individuals would be expected to have direct knowledge of all tasks performed by the program staff, ensure cross training between the staff within the functional unit, and be able to perform any team member duties in the event of any vacancy. Supervisory duties such as performance evaluations, time requests and employment matters would be retained by the Director.
2. **Dedicated Administrative Assistants.** The Audit Team recommends transferring administrative duties to a dedicated program administrative assistant within each functional unit. Tasks such as proctoring the POST examination, checking online court systems to determine initial background or disposition of pending crimes and ACADIS entries generally do not require discretionary decision-making, therefore these are more appropriately designated as administrative functions.
3. **Working Titles.** The Audit Team recommends the working titles of staff be updated to reflect their actual duties; this will reduce confusion amongst the constituents when contacting the POST for a particular need.

Audits – Grants

Finding 1:

Currently audits of grant-funded programs, which ensure compliance with the use and expenditure agreements, are not performed on a routine and regular schedule. The last two grant audits conducted by Ms. Calomino found notable areas of non-compliance³. To be good stewards of state funds, routine and regular auditing should occur. Reports should be made to the Board who has oversight over the grant allocations. *Lack of ongoing and regular audits is a current area of liability for the Colorado POST agency.*

Recommendation:

Grant Funded Audits. The Audit Team recommends that grant funded audits be an established part of Business Services and that the results of these audits be reported to the Board.

Audits – Training⁴

Finding 2:

Currently audits of the academies, instructors and curriculum from which state certification determinations are based are not performed on a routine and regular schedule. *Lack of ongoing and regular audits is a current area of liability for the Colorado POST agency.*

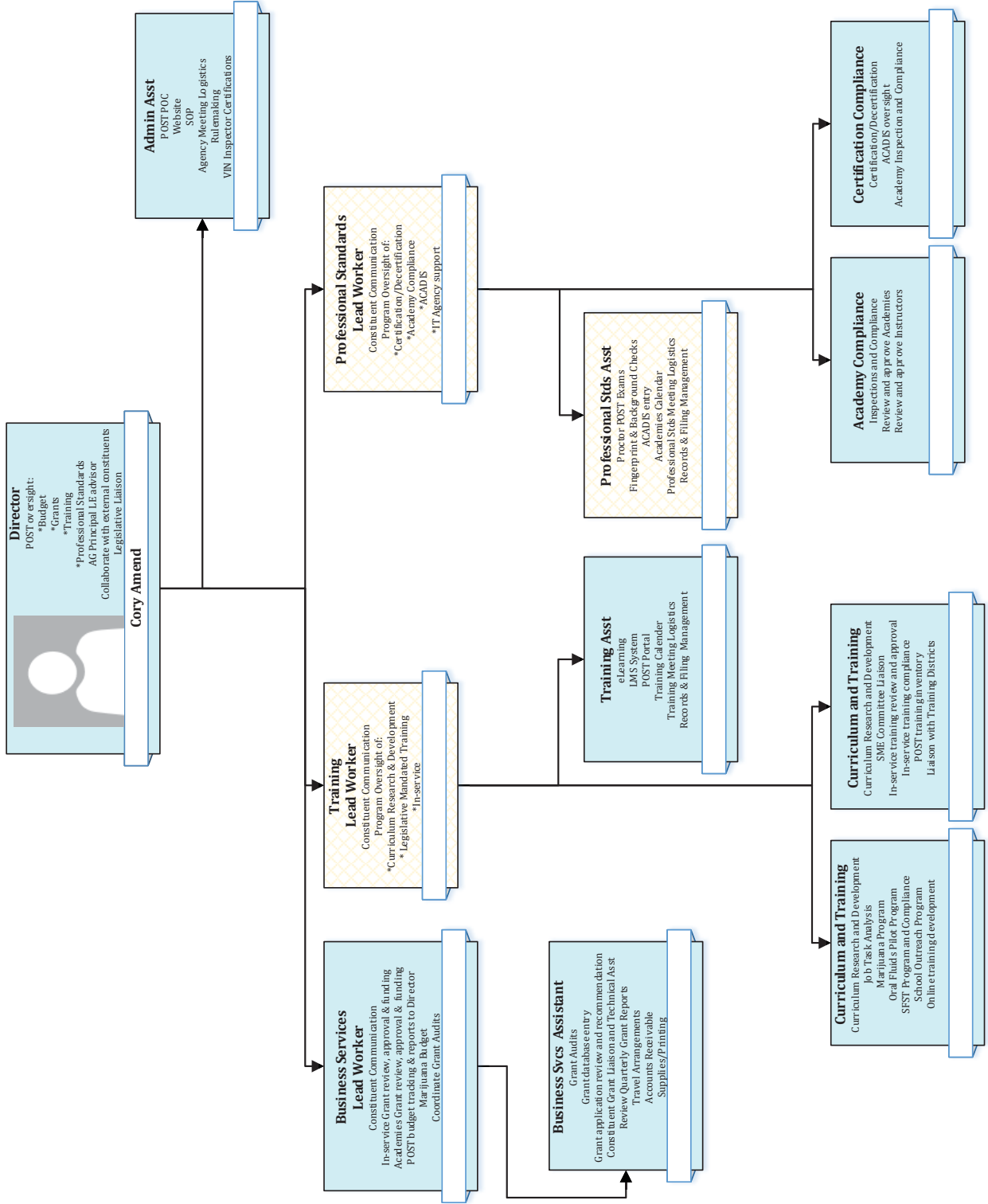
Recommendation:

Academy Audits. The Audit Team recommends audits of academies, the instructors and the curriculum be an established part of Professional Standards and that the results of these audits be reported to the Board.

³ See Ms. Calamino's interview synopsis

⁴ Audit Team recognizes 24-hour in-service training compliance requirements however this program is too new to determine a need.

Executive Summary Recommendations



This page intentionally left blank

Organizational Resources

Organizational Resources - ACADIS

Finding 1:

Although POST has a relatively new software system for tracking officer certification and training, it is not utilized to its full potential. Only a limited number of staff understand partial components of it. Constituents rely on this new system and depend upon the knowledge and expertise of the POST staff to assist them with their access to records. Although there has been a staff member designated to conduct staff training, all staff members have not yet received the appropriate training consistent with their job function.

Recommendation:

ACADIS training. The Audit Team recommends that all POST staff receive training in the ACADIS system so that they can use this tool to its potential and so that they can be a resource with both internal external constituents.

Organizational Resources – Fiscal Software

Finding 2:

There is not adequate fiscal software to support the increase of grant funding in terms of tracking and obtaining reports. Currently these tasks are tracked by means of a white board, physical paper records and Excel. Appropriate fiscal software should capture all fiscal actions and provide POST staff an up-to-date overview of the status of grant funding for tracking and informed decision-making. *Lack of adequate fiscal tracking is a current area of liability for the Colorado POST agency.*

Recommendation:

Fiscal software. The Audit Team recommends that POST obtain appropriate fiscal software to both track the grant funding and to provide associated reports as needed for the review of the Board, Director and others.

Organizational Resource – Functional unit adjacencies

Finding 3:

Currently staff in functional units are separated from each other by distance and location; this limits ongoing communication and common understanding of similar work being accomplished. This further limits the dissemination of institutional knowledge and the opportunity for cross training and consistent application of rules and policies.

Recommendation:

The Audit Team recommends staff within each functional unit be directly located with each other.

Organizational Resource – Standard Operating Procedures Manuals (SOP)

Finding 4:

The Colorado POST is in critical need of established standard operating procedures manuals that clearly outline each task that is performed and how it is performed. It is through this process that staff and the Director can have common understanding about the purpose and expectation of tasks for the agency and the constituents. Clearly delineated guidelines, as well as associated authority can also be discussed, agreed upon and memorialized. This will encourage consistent application of policy and rule with the constituents and will be a safeguard should any process be challenged in the future. *Lack of standard operating procedures manuals are a current area of liability for the Colorado POST agency.*

Recommendation:

1. The Audit Team recommends that the development and implementation of a standard operating procedures (SOP) manual be given a priority by the Director.
2. The Audit Team recommends a systematic approach be taken in the development of the manual to ensure timely progress. For example, initial tasks should be identified by staff position or job description. Subsequent subtasks should then be identified. And finally, a step-by-step process outlined to accomplish each task. Importance should be given to the practical steps to carry out the tasks and peripheral anomalies left for the last phase.

Organizational Resources - Job Task Analysis

Finding 5:

A Job Task Analysis (JTA) has not been performed in the recent history of the Colorado POST. The purpose of a JTA is to identify the tasks that are performed by peace officers in the normal course of their duties. Tasks can vary by frequency and criticality. The information gleaned from a JTA is then utilized to determine what tasks must be taught during the Basic Police Training and the competencies (Knowledge, Skill and Abilities) that support each task, what tasks are best performed at the agency level during field training programs, and what tasks are best performed at the agency in-service training level. The JTA creates the legally defensible foundation for the curriculum development and testing measures. *Lack of a current JTA is a current area of liability for the Colorado POST agency.*

The JTA also identifies the minimum physical and medical standards for an entry-level police officer. Additional analysis can identify desirable characteristics and traits for an individual to be successful in this career.

Recommendation:

1. The Audit Team recommends a Police Job Task Analysis be conducted under the oversight of the Colorado POST and at a minimum utilize Subject Matter Experts, line officers and first line supervisors. In addition, it is a developing best practice to include citizens of the community in a Police Job Task Analysis, as citizens sometimes have remarkably different priorities for the performance of their peace officers than those personnel within a law enforcement agency.
2. The Audit Team recommends an updated Police Job Task Analysis be done every four to five years, or sooner as needed, depending upon emerging trends which may impact the critical and essential tasks police officers perform.

Operational Resources - Administrative Rule Recommendations

Finding 6:

An initial review was completed of the related statutes and administrative rules governing the Colorado POST. The purpose of this review was to determine the statutory authority for the Colorado POST and its functions, to determine if the rules are supported by the statutes, to identify any potential conflicts between rules and statutes, to identify

Executive Summary
Recommendations

inconsistencies within the rules, and finally, to identify any inconsistencies or ambiguous areas within rules.

Recommendation:

Defer observations, comments and recommendations to the POST legal counsel for consideration.

Audit Conclusion

This audit report is intended to be utilized as a resource for possible improvements in operations of the POST. The Audit Team understands that some of the recommendations may take time to implement or may never be implemented due to financial or other restraints and priorities. However, this resource will be useful for future planning and a good tool to utilize for the next strategic plan development process.

Again, we thank the Colorado POST staff and the Colorado Attorney General's Office for their kind invitation.

David L. Harvey, President of IADLEST, Director of Michigan POST
Theresa M. King, Professional Standards, DPSST, State of Oregon

BACKGROUND and HISTORICAL PERSPECTIVE

As outlined in “A History of Colorado POST⁵” this agency has seen a number of transitions over the years. More recently, a number of legislative mandates have further defined the scope and role of the Colorado POST.⁶ In 2011 the Department of Law requested the Judicial Department’s Internal Audit Unit conduct a review of POST⁷. This audit recommended improvement of internal controls over the disbursement and monitoring of grant funds as well as a review of the existing staffing levels.

ORGANIZATIONAL STRUCTURE

The Colorado Peace Officer Standards and Training (POST) is located within the jurisdiction of the Colorado Attorney General’s office; the Criminal Justice Section. This Section encompasses investigations and prosecution at a state level as well as the POST.

POST Board

Governed by a Board, the POST is comprised of 24 members primarily in law enforcement and appointed by the Governor.⁸

The Board:⁹

- Establishes training standards, reviews, approves and evaluates training curriculum and programs.
- Establishes procedures relevant to the standards and certification of peace officers.
- Makes decisions on policy and advises POST staff on the day-to-day operations of the unit.¹⁰

⁵ “A History of Colorado POST 1992 – 2000

⁶ Legislation Concerning POST - Reference

⁷ Colorado POST Program, September 2011

⁸ CRS 24-31-302

⁹ CRS 24-31-303

¹⁰ <http://www.coloradopost.gov/about-post/post-board>

BACKGROUND and HISTORICAL PERSPECTIVE

Purpose of POST

The Colorado POST serves as a repository of information relating to training and certification of all active peace officers and reserve peace officers. Colorado Revised Statutes (CRS) outline numerous positions relating to “peace officers” and designate them as “*shall be certified*,” “*may be certified*” and those “*whose authority shall be limited*.”^{11,12}

The POST also:

- Determines certification requirements and issues certifications
- Facilitates variances and exemptions of requirements
- Identifies non-compliance and makes initial determination of denial, suspension and revocation of certifications
- Oversees and inspects Training Academies’ instruction, testing measures, instructor and SME committees
- Conducts and oversees in-service training
- Oversees state-mandated programs such as VIN Inspector Certification
- Manages grant administration

¹¹ 2015 POST Manual; CRS 16-2.5-101

¹² Of note, within this section, a parole officer “*shall*” be certified however a probation officer’s authority is “*limited*.” Likewise, within the corrections discipline the Department of Corrections, the inspector general and investigators are the only positions designated as “*shall*” be certified. Beyond those two correctional references is a single reference to a correctional security officer employed by the Colorado mental health institute at Pueblo. A state higher education security officer “*may*” be certified, however a state higher education police officer “*shall*” be certified. Each determination cited in this paragraph appears to turn on two overarching factors; the authority to enforce *all* laws of the state and the authority to carry firearms *at all times*.

ADDENDUMS

ADDENDUMS

ADDENDUM 1 REVIEW OF STATUTE and ADMINISTRATIVE RULE

Considerations:

- a. Add or make statutory reference to the following definitions:
1. Arrest control training
 2. Arrest Control Instructor Training Program
 3. Basic Certification/Basic Peace Officer Certification
 4. Continuing Academy
 5. Continuing Instructor Program
 6. Daylight
 7. Declaratory Order
 8. Deny/Denial
 9. Expired Academy
 10. Final Order
 11. Firearms Training
 12. Handgun Instructor Program (consider amending to “Firearms Instructor Program” for consistency)
 13. Initial Determination
 14. In-service training
 15. Instructor Program
 16. Instructor Methodology Program
 17. Judicial Review
 18. Law enforcement driving training
 19. Law enforcement driving instructor program
 20. Lead Skills Instructor
 21. New Academy
 22. New Instructor Program
 23. Perishable skills
 24. Remedial Order
 25. Reserve Certification/Reserve Peace Officer Certification
 26. Revoke/Revocation
 27. Site Safety Plan
 28. Suspend
 29. Variance
 30. Vehicle Identification Number

ADDENDUM 1 – REVIEW OF STATUTE and ADMINISTRATIVE RULE

- b. Consider consolidating “variance” and “exemptions” throughout rule set when referencing something outside of a standard.
- c. Clarify in rule the authority of the Director and Board.
- d. Clarify in rule whether reserve certification may be renewed.
- e. Consider consolidating “withhold” and “deny” throughout the related rules.
- f. Clarify in rule all circumstances in which suspension may occur.
- g. Clarify in rule whether revocations are permanent or may be reinstated.
- h. Clarify rule authority to revoke when obtaining certification based on “misrepresentation.”
- i. Ensure rule titles clearly describe rule content.
- j. Clarify what “bridge academy” means and its relation to training and certification requirements.
- k. Update Rule 28 to coincide with statute.
- l. Articulate requirements of instructors, both academic and survival skills.
- m. Ensure related statutes are cited in rule as underlying authority.
- n. Ensure complete related statute is cited when citing statute.
- o. Omit unrelated statutory references in POST Rules that are not directly related.

Comments:

Review Rules for consistency.

1. Although Rule 1 contains most of the definitions, there are locations within other Rules where definitions appear. Examples are in Rule 14 and Rule 21. Consider moving all definitions to Rule 1.
2. Rule 23(b)(II)(a) and (c)(II)(a) reference Rule 1 for definitions but this reference does not appear elsewhere in this rule set. Consider omitting this reference.
3. Rule 21 references the CRS for definitions to “serious bodily injury” and “bodily injury.” These definitions are also found in Rule 1. Consider referencing statute only.
4. A definition for “Lead Skills Instructors” is found in Rule 23 and Rule 1. However, they both differ. Consider locating this definition in Rule 1 only and determining definition.
5. The definition of “dimlight” is included but “daylight” is not. Within Rule 24 “dimlight” is two words, “dim light,” and within Rule 1 it is one word. Consider using “dim light:” there is no dictionary definition for “dimlight.”
6. Use statutory definitions for consistency. Examples are “training academy” and training program.”
7. “Variance” vs. “exemptions.”
 - a. CRS 24-31-305(1.6)(c) references “exemptions” relating to denial of certification based on a prior criminal conviction.
 - b. CRS 24-31-305(4) references “variances” relating to issuance, renewal and revocation of certification based on individuals called to active duty.
 - c. Rule 7 references “variances” apparently as they relate to the entire rule set.
 - d. Rule 8(3) and (g) reference “exemption” relating to criminal conviction.
 - e. Consider including in definition of “variance” the interchangeable “exemption” unless the purpose of Rule 7 solely relates to individuals called to active duty.

Authority of Board

Statutory Authority (Of Board): CRS 24-302 and 303

CRS outlines the powers of the POST Board which include “establish *procedures* for determining whether or not an applicant has met the standards which have been set . . .”¹³

Authority of Director

POST Rule 3 - Director’s Authority

It appears that POST Rule 3 outlines the *procedure* for determining an applicant’s eligibility by allowing the Director to make an initial determination whether an applicant may be certified¹⁴ and to determine the merits of variances requests.¹⁵

Clarification Sought: Does statute (CRS 24-31-303(1)(d)) allow the Director to make an initial determination (based on CRS 24-31-303(1)(c)) or is that authority only conferred on the Board?

POST Rule 3 – Director’s Authority (Variances (a)(VI))

This rule outlines variance requests the Director may make an initial determination on, relating to Rule 7 and Rule 8.

Clarification Sought: This Rule does not include Rule 9 that specifies the Director may make an initial determination on variances.

POST Rule 5 - Hearings

This rule appears to confer authority to the Board and the Director to facilitate a hearing by the Board.

Clarification Sought: What is the Director’s role and authority, as distinct from the Board?

¹³ CRS 24-31-303(c)

¹⁴ POST Rule 3(a)(1)

¹⁵ POST Rule 3(a)(VI)

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
Authority of Board and Director

References “*remedial order*” however this is not defined, nor is context established.

Rule 5(f) References “*final order*” however this is not defined, nor is context established.

Clarification Sought: Define “final order” and establish context

Clarification Sought: Define “remedial order” and establish context

POST Rule 6 - Declaratory Orders

References “*declaratory order*” however this is not defined, nor is context established.

Clarification Sought: Define “declaratory order” and establish context.

POST Rule 7 -Variances

Allows the Director to determine the merit of a variance (exemptions) to established requirements. An appeal to the Director’s decision may be made to the Board who may, or may not, choose to hear the appeal.

Clarification Sought: Does CRS 24-31-303(1)(d) statutorily allow the Director to carry out the duties of the board, and if so, is this authority based on sub (c) of this statute?

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
CERTIFICATION
Issuance and Records

CERTIFICATION – Issuance

Statutory authority: CRS 24-31-305 Minimum requirements

Statutory definitions: CRS 24-31-301 Definitions

Statutory authority: CRS 29-5-101 Residence requirements

Statutory authority: CRS 30-10-501 Sheriff eligibility, training and enforcement

POST Rule 17 - Certification Records

This rule requires two separate entities to ensure records are updated and accurate:

1. The officer as it relates to their personal information
2. The employer as it relates to **employment and separation of employment**
3. The employer as it relates to annual verification of the accuracy of the POST Portal employee information by agency

This rule references Rule 10 (Basic Certification), Rule 11 (Provisional Certification) and Rule 12 (Reserve Certification) as it relates to employment and separation. However, these rules appear to relate to the minimum requirement and not to **employment or separation** matters.

Observation:

What specific guidance do employers of peace officers receive as it relates to employment, promotion, transfer, discharge, separation, death, retirement and notification of criminal conviction, beyond the POST portal, an electronic records tool?

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
CERTIFICATION
Fingerprint/Criminal History

Fingerprint/Criminal History

Statutory Authority: CRS 24-31-304 Applicant for Training – fingerprint-based criminal history record check

POST Rule 14 - Fingerprint-Based Criminal History Record Check

Observation: This rule appears to be inaccurately titled and sequenced for ease of comprehension. This section addresses the fingerprint and criminal history check as well as the requirements for enrollment into an approved academy.

Sequentially, an outline of the criminal history process (fingerprint card, results, eligibility and exemptions) should precede enrollment discussion. Subsequent enrollment into an Academy requirements and processes should follow.

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
CERTIFICATION
Provisional Certification

Provisional Certification

Statutory authority: CRS 24-31-308 Provisional Certification

POST Rule 11- Provisional Certification

This rule allows for a six-month provisional certification letter when an applicant:

1. Has been authorized to serve as a certified peace officer by any other jurisdiction . . . *which has training standards equivalent to that of Colorado*
2. Has served for a minimum of one year within the last three years
3. Pass the certification examination

The statute recognizes Reciprocity – provisional certificate when an applicant:

1. Has been authorized to act as a peace officer in another jurisdiction
2. Has served for more than one year within the preceding three years
3. Pass the certification examination

Clarification Sought: May the Rule be more restrictive than statute by addressing training standards?¹⁶

Clarification Sought: Should the Rule use the statutory terminology “reciprocity” as it relates to provisional certificate?

The statute includes restrictions on a peace officer to include criminal convictions as well as those who were “released or discharged from the armed forces of the United States under dishonorable conditions.”¹⁷

Clarification Sought: Should the Rule address the statutory language relating to restrictions on those who were “released or discharged from the armed forces of the United States under dishonorable conditions?”¹⁸ This restriction is outlined for the certification of peace officers and reserve officers but is not articulated for provisional certification.

¹⁶ CRS 24-31-305(1)(b) addresses equivalency but only in reference to Basic certification, not provisional certification. CRS 24-31-308 addresses reciprocity but does not include restrictions of training requirements.

¹⁷ CRS 24-31-301(5)

¹⁸ CRS 24-31-301(5) and (5.5) respectively

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
CERTIFICATION

Basic Certification, Renewal of Basic

Basic Certification

Statutory authority: CRS 24-31-305(1)

Statutory Authority: CRS 24-31-304 Applicant for Training – fingerprint-based criminal history record check

POST Rule 10 - Basic Certification

Appears to be consistent with statute

Observation: Statute and Rule require only First Aid/CPR; they do not require AED (Automated External Defibrillator). AED is an industry trend.

Renewal of Certification

Statutory authority: CRS 24-31-305(1.7)(c)

POST Rule 13 - Renewal of Basic Certification

No observed discrepancy

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
CERTIFICATION
Reserve Certification

Reserve Certification

Statutory Authority: 24-31-303 Powers of the POST Board

Sub (1)(g) grants authority to establish rule for certification of reserve officers.

POST Rule 12 - Reserve Certification

Section (d) requires “reserve certificates may not be renewed.

Clarification sought: Cannot locate statutory authority for this requirement.

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
CERTIFICATION
DENY, SUSPEND, REVOKE LICENSE

DENY, SUSPEND, REVOKE LICENSE (CERTIFICATION)

Statutory authority: CRS 24-31-307 Enforcement (against those unlawfully performing duties)

Statutory authority CRS 24-31-107 Deny¹⁹, suspend or revoke a license for non-compliance of child support court orders.²⁰

Statutory authority CRS 26-13-126 Child Support Enforcement Act (Human Services authority to coordinate with regulatory agency)

Statutory authority CRS 24-31-305(1.5 - 4) Deny, suspend or revoke for criminal convictions

Statutory authority CRS 24-31-303(d) Certify qualified applicants and *withhold*, suspend, or revoke certification.”

Denial

POST Rule 8 - Denial based on criminal conviction

Statutory language uses “withhold” rather than “denial.”²¹

Clarification Sought: Should POST Rule 8 use statutory language of “withhold” rather than “deny?”

Revocation Hearings

POST Rule 9 - Revocation Hearing based on Criminal Conduct

Rule 9 allows a certification to be “suspended” or “revoked” by the POST Board if a certificate holder has been “*convicted of a felony . . . or misdemeanor.*” Rule 18 addresses suspension and gives only the following as a basis for suspension: “misrepresentation, neglect or mistake.” Although Rule 28 does not address “suspension,” statute allows for suspension based on failure to meet in-service training requirements.

Clarification sought: Should all suspension circumstances be cited?

Reference authority delegation questions addressed beginning on page 27.

¹⁹ “Deny” is used in this statute, as opposed to “withhold” in subsequent statutes

²⁰ CRS 24-31-107

²¹ CRS 24-31-303(d)

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
CERTIFICATION
DENY, SUSPEND, REVOKE LICENSE

Suspension and Revocation

Statutory authority: CRS 24-31-305(1.7)

POST Rule 18 - Certification Suspension and Revocation

This rule states, “A revocation *permanently* invalidates the subject certification . . . and references CRS 24-31-305(1.5) which addresses denial of certifications based on specific crimes.

However, statute, (2)(b) states, “The POST board *shall* promulgate rules and regulations deemed necessary by the board concerning the procedures for the *reinstatement of revocations of certifications.*” (*emphasis added*)

Clarification Sought: Statute addresses reinstatement of revocations, whereas rule addresses reinstatement of suspension and considers revocation permanent. Does rule circumvent the requirement of statute by requiring “permanent” revocation?

Within this rule it provides two separate, but conflicting, actions in the event of a “*misrepresentation.*” Sub (a) allows a temporary suspension for a certificate obtained through misrepresentation. Sub (b)(II) requires a permanent revocation for wrongfully obtaining certification through . . . misrepresentation.

Clarification Sought: Can either the suspension or the revocation be further defined to distinguish between instances of misrepresentation?

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
CERTIFICATION
DENY, SUSPEND, REVOKE LICENSE

Sub (b)(III) of this rule broadly includes, *“has not meet any other requirements imposed by the Board”* as criteria for permanently revoking a certification. The Board imposes other requirements,, such as in-service training, and administrative requirements such as in Rule 17.

Clarification sought: Should this portion of the rule be clarified to identify the requirements imposed by the Board that would rise to the level of revocation?

Clarification Sought: Is there any recourse if the applicant later meets the requirements?

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
CERTIFICATION
In-Service Training Program

POST Rule 28 – In-Service Training Program

Statutory authority: 24-31-315 allows the POST Board to “suspend” a peace officer’s certification if he or she fails to comply with the training requirements and allows the POST Board to “reinstate” the certification upon completion of the training.

The POST Manual does not include this statutory authority.

Cross-reference POST Rule 28, page 53.

Clarification Sought: Statute allows for reinstatement from revocation however it does not speak to reinstatement after suspension.

Clarification Sought: Statute grants the POST Board authority to withhold, suspend or revoke certifications however it does not grant authority to “reinstate.” Is this implied?

This rule includes as a permanent revocation cause, “wrongfully obtained certification through fraud or misrepresentation.” Rule 10 (Basic Certification) Sub (a)(III) states, “*truthfully completes and submits POST Form 1.*”

Clarification Sought: Are there other references to instances where an individual could *wrongfully obtain certification through fraud or misrepresentation*, in such areas as background checks, testing measures, physical or psychological requirements? If so, is the [apparent] sole reference to “truthfully” completing the Application broad enough to legally defend?

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
TRAINING

Overview of POST training in Colorado

TRAINING

Basic Training

Statutory authority 24-31-303(1)(a) grants the POST Board the authority to approve training programs and academies.

Statutory authority 24-31-303(1)(g) grants the POST Board the authority to certify peace officers and reserve officer.

POST RULE 21 – Basic and Reserve Training Academies

This rule outlines the requirement for academy approval, new academies and continuing academies and approval of training sites, safety plans and equipment requirements. This rule also details the administrative requirements of the academies.

Observation: Continuing academies are required to conduct one academy class every three years. Based on curriculum updates, training methodology updates, and instructor attrition, is it reasonable to allow for a gap in training of three years?

The Colorado Post does not provide training for the Basic 548-hour police academy. There are 23 basic academies that include 11 “agency” academies; these require sponsorship through the agency²². Additionally, 12 community colleges allow open enrollment, or enrollment without association with a police department.²³

Clarification Sought: Based on the geographic population in Colorado, are there areas that are under-represented through community colleges, such as the counties of Logan, Morgan, Rio Blanco, and Prowers?

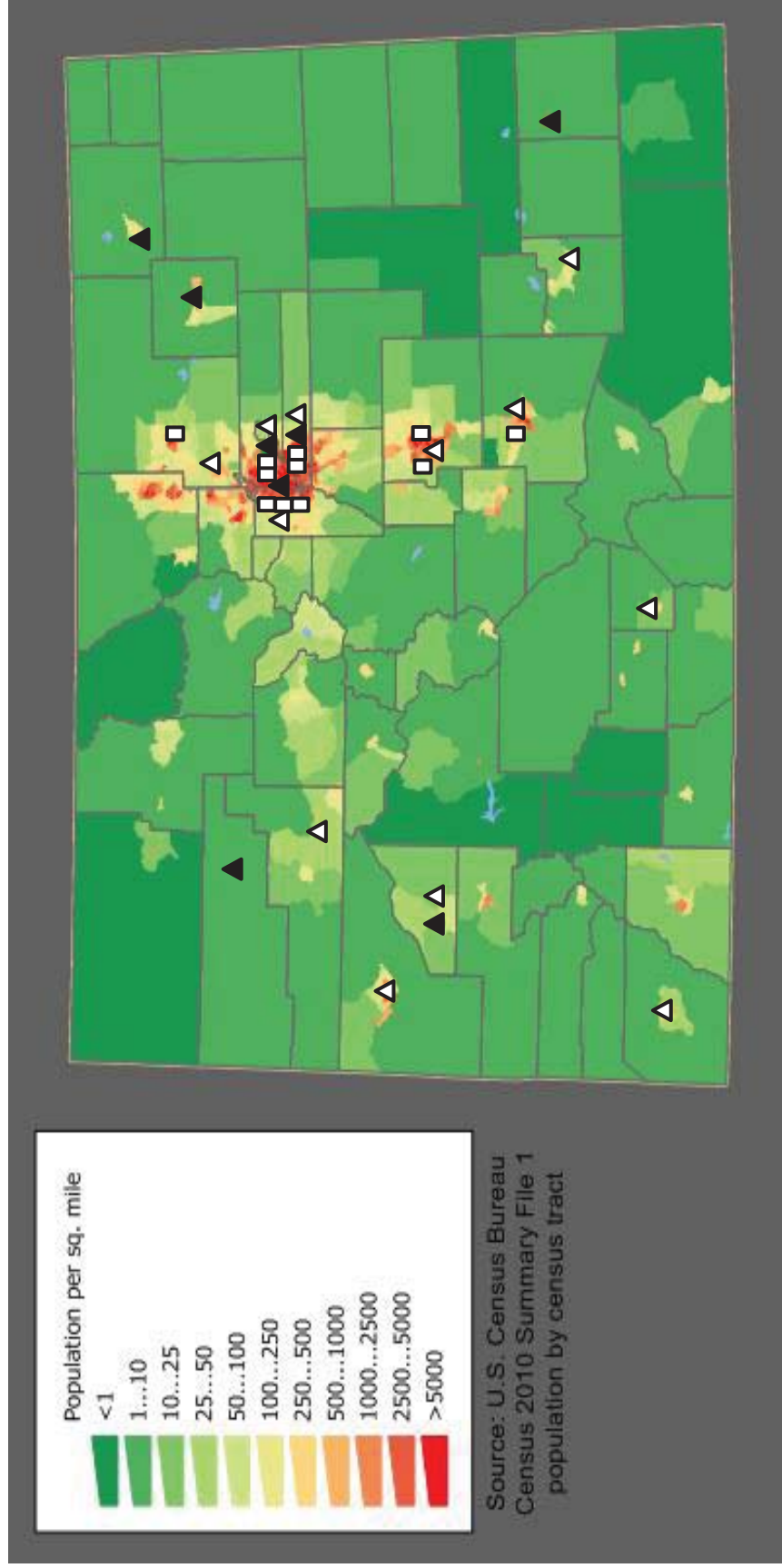
²² Highlands Ranch Public Safety Training Institute is a private entity however they only accept candidates associated with a law enforcement agency. Therefore, this entity is listed in “agency” category.

²³ <http://www.coloradopost.gov/node/769>

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
TRAINING

Overview of Colorado POST Academies in relation to Community Colleges and Geographic Population

Overview of Colorado POST Academies in relation to Community Colleges and Geographic Population



Legend

- Δ Community College offering POST training (12)
- ▲ Community College NON POST training (8)
- POST through Law Enforcement agencies (11)

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
TRAINING

Overview Listing of Colorado POST Academies in relation to Community Colleges

POST Training and Community Colleges	TYPE	COUNTY	CITY
Adams County Sheriff's Academy	AGENCY	Adams	Brighton
Aurora Police Training Academy	AGENCY	Arapahoe	Aurora
Highlands Ranch Public Safety Training Institute*	AGENCY	Arapahoe	Littleton
Denver Police Academy	AGENCY	Denver	Denver
Colorado Springs Police Department Training Academy	AGENCY	El Paso	Colorado Springs
El Paso County Sheriff's Office Training Academy	AGENCY	El Paso	Colorado Springs
Colorado State Patrol Basic Training Academy	AGENCY	Jefferson	Golden
Jefferson County Basic Law Enforcement Training Academy	AGENCY	Jefferson	Golden
Lakewood Police Academy	AGENCY	Jefferson	Lakewood
Pueblo Law Enforcement Academy	AGENCY	Pueblo	Pueblo
Weld County Law Enforcement Training Academy	AGENCY	Weld	Greeley
Front Range Community College	CC NON POST	Adams	Westminster
Pickens Technical College	CC NON POST	Arapahoe	Aurora
Emily Griffith Technical College	CC NON POST	Delta	Delta
Community College of Denver	CC NON POST	Denver	Denver
Northeastern Junior College	CC NON POST	Logan	Sterling
Morgan Community College	CC NON POST	Morgan	Fort Morgan
Lamar Community College	CC NON POST	Prowers	Lamar
Colorado Northwestern Community College	CC NON POST	Rio Blanco	Rangely
Trinidad State Junior College - Alamosa Campus	CC POST	Alamosa	Alamosa
Arapahoe Community College Law Enforcement Academy	CC POST	Arapahoe	Littleton
Delta-Montrose Technical College Law Enforcement Academy	CC POST	Delta	Delta
Community College of Aurora Law Enforcement Training Academy	CC POST	Denver	Denver
Pikes Peak Regional Law Enforcement Academy	CC POST	El Paso	Colorado Springs
Colorado Mountain College Spring Valley	CC POST	Garfield	Glenwood Springs
Red Rocks Community College Law Enforcement Training Academy	CC POST	Jefferson	Lakewood
Western Colorado Peace Officer Academy	CC POST	Mesa	Grand Junction
Southwest Colorado Community College Law Enforcement Academy	CC POST	Montezuma	Mancos
Otero Jr College Law Enforcement Training Academy	CC POST	Otero	La Junta
Pueblo Police Department Law Enforcement Academy	CC POST	Pueblo	Pueblo
Aims Community College Basic Peace Officer Academy	CC POST	Weld	Greeley

*Private but only accepts current law enforcement candidates

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
TRAINING
Reserve Training

Reserve Training

Statutory authority 24-31-303(1)(a) grants the POST Board the authority to approve training programs and academies.

Statutory authority 24-31-303(1)(g) grants the POST Board the authority to certify peace officers and reserve officer.

POST Rules relating to Reserve Training

The Reserve Academy includes 253 hours of training which allows for voluntary and unpaid service. The Colorado POST website advises, “There is NO bridge academy to obtain full Basic Certification from a Reserve Certification. Completion of a full Basic academy is required to become a paid, certified officer.”²⁴

However, Post Rule 10(e) advises, “A certified reserve peace officer seeking regular basic peace officer certification may apply his/her successfully completed skills training obtained through the reserve peace officer certification program at a POST approved reserve academy, towards basic peace officer certification.”²⁵

Clarification sought: What is the definition of a “bridge academy?”

Clarification sought: Is the website restrictions in conflict with rule as it relates to the application of [skills] training toward a full Basic Academy?

Rule 12(a)(V) lists an approved reserve academy as a prerequisite to a reserve certification.

Rule 21 outlines the requirements for a training academy.

²⁴ <http://www.coloradopost.gov/node/669>

²⁵ POST Rule 10(e)

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
TRAINING
Job Task Analysis

Job Task Analysis

Statutory Authority: CRS 24-31-303(1)(n)

The purpose of a Job Task Analysis (JTA) is to identify the critical and essential tasks that must be taught during the Basic Police Training and the competencies (Knowledge, Skill and Abilities) that support each task. The JTA creates the legally defensible foundation for the curriculum development and testing measures.

The JTA also identifies the minimum physical and medical standards for an entry-level police officer. Additional analysis identifies desirable characteristics and traits for an individual to be successful in this career.

Talking Points

1. When was the last Job Task Analysis completed to determine the critical and essential tasks that a peace officer performs?
2. Emerging Trends
3. Characteristics and Traits
4. When tasks are learned?
5. To what extent tasks must be learned?

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
 TRAINING
 Curriculum Overview

Curriculum Overview

- Parentheses are used next to non-traditional subject titles to identify more recognized subject matter.

Topic	Learn	Demo
INTRO TO CRIMINAL JUSTICE (22)		
1. Criminal Process	8	
2. Judicial Process	4	
3. Law Enforcement Organizations	2	
4. Ethics and Anti-Bias Policing	8	
Subtotal	22	
BASIC LAW (68)		
1. Arrest, Search and Seizure	12	
2. Interrogations, Confessions and Techniques	2	
3. Rules of Evidence	4	
4. Colorado Criminal Code/Fed Statutes	32	
5. Colorado Children’s Code	4	
6. Legal Liability	4	
7. Liquor Code	2	
8. Controlled Substances	2	
9. Court Testimony	2	2
10. Identity Theft	2	
Subtotal	66	2
HUMAN RIGHTS and VICTIM RIGHTS (22)		
1. Victim’s Rights	4	
2. Domestic Violence	4	4
3. Bias Motivated Hate Crimes	4	
4. Interaction with Special Populations (ADA)	2	
5. Risk Assessment Response (Mental illness) EMERGING TREND	4	
Subtotal	18	4
COMMUNITY INTERACTION (4)		
1. Community Policing	2	
2. Problem Solving/Crime Prevention	1	1
Subtotal	3	1

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
 TRAINING
 Curriculum Overview

PATROL PROCEDURES (88)		
1. Patrol Observation and Perception	2	2
2. Officer Survival (limited Emotional Wellness)	4	4
3. Pedestrian Contacts	2	2
4. Gangs	1	1
5. Vehicle Contacts	8	8
6. Building Searches	6	6
7. Handling In-Progress Calls	4	4
8. Civil Disputes	1	1
9. Crowd Control	2	2
10. Hazardous Materials	2	2
11. Area Searches and Perimeters	1	1
12. Special Weapons and Tactics (SWAT)	1	1
13. Hostage Taking and Crisis Negotiations	1	1
14. Rapid Emergency Deployment (Active Shooter) EMERGING TREND	4	4
15. Law enforcement Role in Terrorism (WMD, Other) EMERGING TREND	2	2
16. National Incident Management System/Incident Command System (NIMS/ICS)	2	2
17. Biohazard Awareness (Bloodborne & PPE)	1	1
Subtotal	44	44
TRAFFIC CONTROL (50)		
1. Traffic Code	8	
2. Traffic Direction	1	1
3. Traffic Accident Investigation	8	8
4. Standard Field Sobriety Testing and DUI Enforcement	12	12
Subtotal	29	21
INVESTIGATIVE PROCEDURES (50)		
1. Preliminary Investigations	4	
2. Crime Scene Search	2	
3. Crime Scene Documentation	12	
4. Identification and Collection of Evidence	10	
5. Identification of Suspects	4	
6. Major Case Considerations	9	9
Subtotal	41	9

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
 TRAINING
 Curriculum Overview

COMMUNICATIONS (38)		
1. Report Writing	12	12
2. Stress Management (limited Emotional Wellness) EMERGING TREND	4	
3. Verbal Communication Techniques (some conflict resolution)	8	
4. Leadership (some Professional Competence) EMERGING TREND	2	
Subtotal	26	12
WELLNESS TRAINING (28)		
1. Introduction to Wellness (physical)	4	
2. Wellness Lab		24
Subtotal	4	24
TACTICAL CASUALTY CARE FOR LAW ENFORCEMENT (8)		
1. Tactical Casualty Care - Lecture (EMERGING TREND)	3	
2. Skills Stations and Scenario Based Training	1	4
Subtotal	4	4
ARREST CONTROL TRAINING PROGRAM (62)		
1. Arrest Control Orientation	1	
2. Use of Force Considerations	2	
3. De-Escalation of Force	2	
4. Personal Weapons/Potential Hazards	1	
5. Alternatives to the Use of Force (Less Lethal)	2	
6. Balance and Movement		1
7. Searching and Handcuffing Techniques		8
8. Control Techniques		4
9. Custodial care to include Sudden Custody Death Syndrome (SCDS) EMERGING TREND	1	1
10. Retention and Retrieval of Weapons/Instruments		4
11. Ground Tactics and Defense		8
12. Neck Restraints	1	1
13. Impact Instruments	2	2
14. Edged Weapons	1	
15. Individual Arrest Control Programs	4	4
16. Testing		2
17. Drill Training (Scenario based training)		10
Subtotal	17	45

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
 TRAINING
 Curriculum Overview

DRIVING PROGRAM (44)	12	32
1. Legal Aspects		
2. Non-emergency Skills		
3. Emergency Response and Vehicle Pursuit Driving		
4. Mental Aspects of Non-Emergency Driving		
5. Testing (Admin)		
Subtotal	12	32
FIREARM TRAINING PROGRAM (64)		
1. Firearms Safety	2	2
2. Equipment Selection	4	
3. Weapons Maintenance	1	1
4. Basic Principles of Firing		10
5. Weapons Management		4
6. Decisional Shooting		6
7. Tactical Situations		24
8. Dim Lighting Shooting		8
9. Off Duty/Plain Clothes	1	
10. Handgun Qualifications Course		1
Subtotal	8	56
TOTAL	294	254
GRAND TOTAL	548	

Talking Points

- Learn vs. Demonstrate.** Unless otherwise noted, when an objective involved demonstration of learning, the hours were divided equally between the two. In situations, such as the Wellness Lab, when it was apparent that all of the training was Demonstrate, all hours were placed in that category. When demonstration was optional, hours were placed in the learning category.
- Driving Program** - Driving Hours not defined as other hours.
- Cross-Discipline Interaction.** How does the peace officer discipline interact with other public safety disciplines such as telecommunications, corrections, and fire; do they speak the common language? Based on emerging trends, there will be increased multi-discipline responses reliant upon common understanding and coordination between disciplines; this will be critical in the efficient resolution of these events.

4. Adequate depth or coverage of emerging trends

Is there adequate depth/coverage in?

- a. Professional Competence
 - i. Ethical Decision-making
 - ii. Leadership
- b. Emotional Wellness (Physical Wellness) Stress First Aid
- c. Physical Standards – ORPAT (Physical Abilities Testing based on JTA)
- d. Conflict Resolution

5. Emerging Trends – Curriculum areas identified in recent past as current and are under current continuous development.

6. Statutory training requirements

- a. CRS 24-31-30-9 – Profiling – Officer Identification – Training

Limited coverage in curriculum in “Law Enforcement Ethics and Anti-Bias Policing

- b. CRS 24-31-311 DNA Evidence – collection – retention

Located in Identification and Collection of Evidence(3)

- c. CRS 24-31-312 School Resource Officer

Does not appear to be required as a part of Basic Certification

- d. CRS 24-31-313 Abuse and Exploitation of at-risk elders

This does not appear in Major Case Considerations (Investigations) or in Victims’ Rights. Potentially in the Law review “Wrongs to at-risk adults relating to elements of crime but does not address beyond elements, such as investigation.

Does the first requirement of this statute require this topic be included in the Basic Peace Officer curriculum, “On or before January 1, 2014, the P.O.S.T. board shall create and implement a training curriculum to prepare peace officers to recognize and address incidents of abuse and exploitation of at-risk elders?”

- e. CRS 24-31-314 Advanced roadside impaired driving enforcement training. Not a requirement, statute references, “Board is encouraged to include” and “subject to availability of sufficient moneys . . . trainers in advanced . . . enforcement.”

Training Methodology

Talking points:

1. Industry trends point toward experiential learning through scenario-based training.
2. How is the effectiveness of the training measured between the various vendors?

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
TRAINING
Testing Measures

TESTING MEASURES

Statutory Authority: 24-31-303(1)(a) grants the POST Board authority to approve training programs and establish reasonable standards to these programs

Statutory Authority: 24-31-305(1)(a)(II) requires “successful” completion of basic training approved by POST

Although these statutes individually do not specify any testing measures, together they imply the requirement for a measure to determine whether someone has successfully completed the training.

POST RULE 3 - Director’s Authority

This rule outlines the Director’s authority as it relates to testing measures; both academic and skills.

POST Rule 15 - Certification Examination Basic, Provisional Renewal

This rule outlines certification examinations relating to the number of attempts to pass and the consequences of inability to pass. This rule also identifies that POST “sets a passing score” but does not identify what the score is. The rule refers to “national testing standards” relating to a “test score scale” but does not identify the source or standard.

POST Rule 16 - Skills Examination for Provisional and Renewal

This rule outlines certification examinations relating to the number of attempts to pass and the consequences of inability to pass.

This rule does not identify what testing measures are used.

Talking Points:

1. Are testing measures consistent from venue to venue, particularly with the scenario-based training?
2. Is a rubric used?

INSTRUCTORS and SUBJECT MATTER EXPERTS

Statutory Authority: CRS 24-31-303(1)(o)(B) (skills instructors only)

POST Rule 23 – Academy Skills Instructors

This rule outlines the certification requirement for the various types of skills instructors.

POST Rule 25 – Academy Instructor Training Programs

This rule outlines four [skills] instructor training programs and the requirement for continuing education.

Observation: There does not appear to be any requirements for non-skills instructors.

POST Rule 4 – Subject Matter Experts

This rule outlines the use of subject matter experts to review and update curriculum and inspect POST programs and academies.

Comment: The reliance on subject matter experts (SME) is critical in the development of the Basic Police training program, the Field Training Program and the In-service training programs.

These individuals are experts in their field and have current knowledge and experience in their chosen area of expertise. The SME can have a significant role in ensuring a seamless transition between the basic training and the advance in-service programs during a police officer’s career to ensure a logical building block approach to learning.

These individuals should be a part of the Job Task Analysis.

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
INSPECTIONS

Academy and Training Program Inspections

POST Rule 26 - Academy and Training Program Inspections

Statutory Authority: CRS 24-31-303(1)(b)

POST Rule 26 - Academy and Training Program Inspections

This rule outlines the authority for inspection of records, facilities and training programs as well as suspension for non-compliance.

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
FIELD TRAINING PROGRAM

FIELD TRAINING PROGRAM

No statutory or rule requirement located.

Observation: Traditionally the Field Training Program allows the officer to demonstrate application of the knowledge and skills gained in training. If there is not a field training program, how is this gained or measured?

POST Rule 28 - In-service Training Program

This rule outlines an annual requirement of 24 hours of training, provides examples of training and details 12 hours of mandatory training in perishable skills. This rule further explains the requirement for records maintenance and compliance by the agency.

Observation: This rule does not coincide with statute and its specificity relating to required topics and related hours.

Statutory authority: CRS 24-31-303(1)(l)

According to the POST website, beginning in January 2015²⁶, currently employed peace officers were required to obtain 24 hours of annual training that includes 12-hours of perishable skills and 12-hours of training as determined by the employing agency.²⁷ While the POST offers some training which is recognized on the POST training calendar, other training vendor options are also included.²⁸

NOTE: It is not clear if this training is an addition to the 24-hour in-service training program or part of that program.

According to CRS, effective May 2015:

24-31-315. Annual in-service training requirements

- (1) The annual in-service training programs shall include proper restraint and holds training, a two-hour anti-bias training program and, in alternating years, either a two-hour community policing and community partnerships training program or a two-hour situation de-escalation training program. The programs and curriculum shall be available by July 1, 2016, and may include interactive web-based training. Each certified peace officer shall satisfactorily complete the training by July 1, 2017, and shall satisfactorily complete the training at least once every five years thereafter.
- (2) (a) The P.O.S.T. board shall suspend a peace officer's certification if the peace officer fails to comply with the training requirements in subsection (1) of this section. The P.O.S.T. board shall reinstate a peace officer's certification that was suspended pursuant to this paragraph (a) upon completion of the training requirements in subsection (1) of this section.

²⁶ CRS 24-31-315

²⁷ <http://www.coloradopost.gov/training/service-continuing-education-training>

²⁸ <http://www.coloradopost.gov/training/training-calendar>

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
FEES – FUNDING- GRANTS

(b) Notwithstanding the provisions of paragraph (a) of this subsection (2), the P.O.S.T. board shall not suspend a peace officer's certification if the peace officer has not complied with the training requirements of subsection (1) of this section because the officer is not serving as a full-time peace officer. When the officer returns to his or her full-time peace-officer duties, he or she shall have six months to complete the training required by subsection (1) of this section.

(c) Prior to suspension of a peace officer's certification pursuant to paragraph (a) of this subsection (2), the peace officer must be afforded due process to the extent required by law.

Comment: Ideally, the Basic Training and In-service training uses a building block approach and there is a seamless transition in training from basic to advanced topics.

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
FEES – FUNDING- GRANTS

FEES-FUNDING-GRANTS

Statutory Authority: CRS 24-31-310- Resources for training of peace officers

CRS 24-31-303(2) Board to establish fees

CRS 24-31-303(3) Board to make grants

Talking Points – Defer to Director for further review, if needed

1. Are the grants disseminated based on student performance?
2. Are the training vendors impacted by the financial support of the grants and if so, what are the benefits and detriments; how are these managed?

ADDENDUM 1 - REVIEW OF STATUTE and ADMINISTRATIVE RULE
GENERAL COMMENTS on RULES

GENERAL COMMENTS on RULES

1. Lack of cross reference to statutory authority cited in POST Rules
2. Lack of complete definitions
3. Lack of complete related statutes
 - a. Definitions
 - b. Omitted critical statutory text

CRS 23-31-303 the following text was **omitted** from the 2015 Post Manual, ²⁹ between page A-44 and A45:

(n) To complete a review and evaluation of the basic academy curriculum, including using community outreach as a review and evaluation component, by July 1, 2016, and every five years thereafter;

(o) (I) To establish, add, and remove, as necessary, subject matter expertise committees to:

(A) Develop skills training programs, academic curriculums, and P.O.S.T. board rules;

(B) Review documents for and approve or deny academy programs, lesson plans, training sites, and skills instructors; and

(C) Assist P.O.S.T. board staff with academy inspections and skills test-outs;

(II) (A) In order to create diversified subject matter expertise committees, the chair of the P.O.S.T. board shall consider an applicant's age, gender, race, professional experience, and geographic location when making appointments to the committees.

(B) If available, each subject matter committee shall include at least two non-law enforcement members who have law enforcement expertise or expertise in providing effective training through professional experience or subject matter training.

(p) To develop a community outreach program that informs the public of the role and duties of the P.O.S.T. board; and

(q) To develop a recruitment program that creates a diversified applicant pool for appointments to the P.O.S.T. board and the subject matter expertise committees.

²⁹

[http://www.coloradopost.gov/sites/default/files/post/POST MANUAL Rules/Manuals/2015 JULY MANUA
L FINAL with forms.pdf](http://www.coloradopost.gov/sites/default/files/post/POST%20MANUAL%20Rules/Manuals/2015%20JULY%20MANUAL%20FINAL%20with%20forms.pdf)

CRS 24-31-315 Annual in-service training requirements

Omitted from the 2015 Post Manual between page A-58 and A-59:

- (1) *The annual in-service training programs shall include proper restraint and holds training, a two-hour anti-bias training program and, in alternating years, either a two-hour community policing and community partnerships training program or a two-hour situation de-escalation training program. The programs and curriculum shall be available by July 1, 2016, and may include interactive web-based training. Each certified peace officer shall satisfactorily complete the training by July 1, 2017, and shall satisfactorily complete the training at least once every five years thereafter.*
- (2) (a) *The P.O.S.T. board shall suspend a peace officer's certification if the peace officer fails to comply with the training requirements in subsection (1) of this section. The P.O.S.T. board shall reinstate a peace officer's certification that was suspended pursuant to this paragraph (a) upon completion of the training requirements in subsection (1) of this section.*
- (b) *Notwithstanding the provisions of paragraph (a) of this subsection (2), the P.O.S.T. board shall not suspend a peace officer's certification if the peace officer has not complied with the training requirements of subsection (1) of this section because the officer is not serving as a full-time peace officer. When the officer returns to his or her full-time peace-officer duties, he or she shall have six months to complete the training required by subsection (1) of this section.*
- (c) *Prior to suspension of a peace officer's certification pursuant to paragraph (a) of this subsection (2), the peace officer must be afforded due process to the extent required by law.*

4. Recommended hyperlinks to specific statutory references rather than only portions reprinted; not all are included
5. Statutory references not directly related to POST Rules
 - a. CRS 18 Criminal Code – should be located in Basic Curriculum
 - b. CRS 24 Restrictions on Public Benefits (relates to lawfully in the US)
 - c. CRS 29-1-206 Intergovernmental agreements (multi-jurisdictional)
 - d. CRS 29-5-103 Assignment of temporary duty
 - e. CRS 29-5-104 Request for temporary assignment
 - f. CRS 29-5-106 Temporary assignment to labor dispute
 - g. CRS 29-5-112 Dog interactions with law enforcement
 - h. CRS 39-28-8-501 Marijuana tax cash fund (potential revenue source)
 - i. CRS 42-3-304 Vehicles and Traffic, registration and taxation (potential revenue source)

ADDENDUM 1 – Administrative Rule Review

6. POST Rule sequencing. The current Rule set is not sequenced in a building-block approach. There appears to be 7 separate areas within the Rule set:
 - a. Foundational Authority of Board/Director
 - b. Minimum Certification and Training Requirements for Applicants
 - c. Denial, Suspension, Revocation, Reinstatement and Appeal Processes
 - d. Minimum Requirements for Training Academies, Instructors and SME
 - e. Regulatory and Inspection Processes relating to Training Academies, Instructors and use of SME
 - f. In-Service Training
 - g. Other Programs (VIN Inspector)

ADDENDUM 2 –Training Academy Survey

Training Academy Survey Summary

The constituent audience for this survey are the two Colorado training venues; colleges and in-house agencies

The survey is divided into three parts. The first two parts focus on customer service and constituent perceptions relating to the Colorado POST, and its staff, in the areas of maintaining standards/record keeping and the oversight of grant funding and training.

The last part focuses on perceptions relating to the training itself. The first portion focuses on how training compares to other states as well as between the college and in-house environments. The second portion focuses on the actual training and testing methodology, and training responsiveness to emerging industry trends. The final portion focuses on current training logistics in Colorado.

In the area of maintaining standards and record keeping, the majority of participants find the services of the Colorado POST “Excellent” in the categories of timeliness, accuracy, usefulness, consistency, reliability. The majority of participants find the Colorado POST staff “Excellent” in the areas of helpfulness, expertise, availability, professionalism, courtesy and responsiveness. Most find that the Colorado POST services has been “Getting better” over the past two years, some find the services has “Stayed the same” and none find the services “Declining.”

In the area of oversight of grant funding and training, approximately half of the participants marked, “Don’t know (or doesn’t apply)” in the customer service areas and those who selected a rating primarily selected “Excellent.” The response is nearly equal when responding to the services “Getting better” or “Staying the same” over the past two years; none find the services “Declining.”

Participants’ perceptions of training for Colorado peace officers is that it is mostly equal to that of other states in academic and survival skills³⁰ training areas; however, 47% believe survival skills training is “Better” than other states and 20% find that the academic training is “Behind” other states.

While 60% of the participants’ perceptions are that in-house training is “Better” than college programs, they believe 60% of the public’s perception is that they are “Equivalent.” In both cases, the “learning environment” is cited as a contributing factor. Participants find

³⁰ Survival skills refers to defensive tactics, defensive and pursuit driving, firearms and confrontational simulations

that the “Quality of curriculum development beyond standards” is a significant factor in their perception that law enforcement training is better; they believe that the knowledge, skill and experience of instructors is a significant factor of why the public’s perception may be that in-agency training is better.

Nearly all participants determine that scenario-based³¹ training is the most effective training and testing methodology. The two areas that participants feel more training hours could be dedicated to are Basic Law and Community Interaction. Interestingly, the two areas that participants feel there could be less training hours are Human Rights/Victim Rights and Community Interaction. When asked what industry and emerging trends training are under-represented, the participants cited, in order of importance, Emotional Wellness, Conflict Resolution and Responding to Weapons of Mass Destruction.

Almost half of the participants report a frequency of training academies of twice a year; the other responses are equally divided between providing training more often than twice a year or, once a year or less. Over 50% of the participants believe a training venue can provide effective and meaningful training when only offering training once a year or less and cite factors such as maintaining current instruction and trends as essential.

³¹ Scenario-based training is experiential learning through role playing which creates a more realistic environment for a student to demonstrate application of learned knowledge

Introduction to survey - Director Amend

On March 1, 2016, Colorado POST Director Cory Amend sent the following email to representatives of the 26 training venues that provide the Basic Peace Officer training.

“To all Academy Directors:

In the fall of 2015, I began a process to secure an agency to conduct an audit of our Colorado POST. I was fortunate to be able to establish a partnership with IADLEST, the International Association of Directors of Law Enforcement Standards and Training, who have agreed to conduct our audit. As best I can tell, no such audit has ever been conducted of Colorado POST since our inception in 1973, although in 1993 a Job Task Analysis was completed. I have asked IADLEST to identify both what is working well and areas that can be improved upon to ensure our agency is providing constituent support in an effective manner and one that conforms to best practices in peace officer training. POST representatives from two other states will be assisting in this process. The audit will include:

Desk Audit conducted remotely (already underway)

- Academy Director survey*
- Chiefs and Sheriffs survey*
- POST Board survey (if necessary)*
- On-site audit*
- Final Report presented to the POST Board –maybe by June of 2016*

The upcoming survey is to obtain your feedback, not only to determine where we are meeting the needs of our constituents but also to identify those areas in which we can improve. The survey will be divided into three sections:

- 1. Maintaining standards and recordkeeping*
- 2. Oversight of grant funding and training*
- 3. Information about you and your training venue*

*You will be receiving the Survey Monkey survey from Theresa King, Theresa.king@state.or.us, a compliance program coordinator from Oregon. Your survey results will also go back to Ms. King. Please have your survey completed by **Friday, March 18, 2016.**”*

Introduction to survey - Ms. King

On March 3, 2016, the survey was sent to the following representatives with the following introductory message.

“The Colorado Peace Officer Standards and Training (POST) is a State agency that:

- 1. Determines certification requirements and issues certifications*
- 2. Manages grant administration*
- 3. Identifies non-compliance and makes initial determination of denial, suspension and revocation of certifications*
- 4. Conducts and oversees in-service training*
- 5. Facilitates variances (exemptions) of requirements*
- 6. Oversees and inspects training academies' instruction, testing measures and instructor and SME committees*
- 7. Oversees state-mandated programs such as VIN Inspector Certification*

Most of the services that the Colorado POST provide fall into two primary categories:

- 1. Standards and Certification*
- 2. Oversight of grant funding and training*

Colorado POST Director Cory Amend has asked the International Association for Directors of Law Enforcement Standards and Training (IADLEST) to provide assistance in a review of his agency to identify both what is working well and areas that can be improved upon to ensure the agency is providing constituent support in an effective manner and one that conforms to best practices in public safety training. Representatives from three state POST agencies will be assisting in this process.

This survey is to obtain your feedback, not only to determine where we are meeting the needs of our constituents but also to identify those areas in which we can improve.

Please respond to the following questions. They are divided into three sections:

- 1. Maintaining standards and recordkeeping*
- 2. Oversight of grant funding and training*
- 3. Information about you and your training venue*

Your responses are used to evaluate how well we are meeting constituent needs, and they are one of the factors we use in evaluating the overall performance of the Colorado POST.

If you have any questions or comments, please feel free to contact me directly:

*Theresa King
503-378-8334
theresa.king@state.or.us”*

Survey Participation Results

On March 21, 2016, the survey results were reviewed. Below is the participation results:

Academy	Contact	Email	Completed Survey
1. Adams County Sheriff's Academy	Paul Gregory	pgregory@adcogov.org	No
2. Aims Community College Police Academy	Susan Beecher	sue.beecher@aims.edu	Yes
3. Alamosa -Trinidad State Jr. College Academy	Duane Oakes	doakes@ci.alamosa.co.us	Yes
4. Arapahoe Community College Academy	Byron Jones	Byron.Jones@arapahoe.edu	Yes
5. Aurora Police Department Academy	Christopher Juul	cjuul@auroragov.org	Partial
6. Colorado Mountain College - GWS	Kevin Brun	kbrun@coloradomtn.edu	Yes
7. Colorado Springs PD Academy	Jane Anderson	andersja@ci.colospgs.co.us	Yes
8. Colorado State Patrol Academy	Steve Garcia	steve.garcia@state.co.us	No
9. Community College of Aurora Academy	Michael Carter	michael.carter@ccaaurora.edu	No
10. Delta-Montrose Vo-Tec Academy	Paul Frey	paul.frey@dmtd.edu	Yes
11. Denver City and County	David Cushen	david.cushen@denvergov.org	No
12. Denver Police Department Academy	Rhonda Jones	rhonda.jones@denvergov.org	Yes
13. El Paso County Sheriff's Academy	Isaac Petterson	isaacpetterson@elpasoco.com	Yes
14. Highlands Ranch Public Safety Training Institute	Jeffrey Bredehoeft	MYoung@dcsheriff.net	No
15. Jeffco Lakewood Combined Academy	Philip Baca	phibac@lakewoodco.org	Yes
16. Lakewood Police Academy	Mark Reeves	marree@lakewoodco.org	Yes
17. Larimer County Reserve Academy	Ian Stewart	stewarir@co.larimer.co.us	
18. Otero Jr College Police	Frank Blackford	Miner.Blackford@ojc.edu	No

ADDENDUM 2 – Training Academy Survey
 Survey Participation Results

Academy			
19. Pikes Peak Community College Academy	Catherine LaBrecque	catherine.labrecque@ppcc.edu	Yes
20. Pueblo Community College Academy	Ron Leyba	ronald.leyba@pueblocc.edu	No
21. Pueblo Police Department Academy	Dustin Taylor	dtaylor@pueblo.us	No
22. Red Rocks Community College Academy	Cliff Dawson	cliff.dawson@rrcc.edu	Yes
23. Southwest Colorado CC, Mancos Academy	Anita Seamans	anita.seamans@pueblocc.edu	Yes
24. WCPOA Basic Academy	John Piatanesi	jpiatanesi@coloradomesa.edu	Yes
25. WCPOA Refresher Academy	John Reece	joreece@coloradomesa.edu	No
26. Weld County Sheriff's Academy	Andrew Cole	acole@co.weld.co.us	No

Statistical review of participation.

1. 11 Community college academies/non police agency academies (4 of 11 did not complete to survey)
2. 14 Police agency academies (7 of 14 did not complete survey)

Survey Instructions, Part 1 – Maintaining Standards and Record Keeping

“The Colorado POST, through the Board, is responsible for establishing minimum standards, addressing matters relating to the denial, suspension or revocation of certification and facilitating variances of requirements. The Colorado POST is also responsible for recordkeeping relating to the employment, training and certification of peace officers.

You will be asked a series of questions relating to maintaining standards and recordkeeping as it applies to your Academy's interactions with the Colorado POST. If any of the questions do not apply, mark "Don't know (or does not apply)"

Q1 How would you rate the timeliness of services you receive from Colorado POST?

Answered: 16 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	6.25% 1
Good	31.25% 5
Excellent	62.50% 10
Don't know (or does not apply)	0.00% 0
Total	16

#	Are there opportunities for improvement? If so, describe.	Date
1	Great work by personnel, but I think they need more help to spread out the workload	3/3/2016 1:31 PM
2	Everyone at POST has been extremely expedient with all of EPSO's needs.	3/3/2016 10:30 AM

Q2 How do you rate the accuracy of services you receive from Colorado POST?

Answered: 16 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	12.50% 2
Good	25.00% 4
Excellent	62.50% 10
Don't know (or does not apply)	0.00% 0
Total	16

#	Are there opportunities for improvement? If so, describe.	Date
1	We are still struggling with Acadis and entering our training records. The information we received through the implementation process was not the same as what we later found when we had to actually get records imported.	3/15/2016 1:22 PM
2	EPSO has not called into question any of POST's records or communications	3/3/2016 10:30 AM

Q3 How do you rate the helpfulness for Colorado POST staff?

Answered: 16 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	0.00% 0
Good	18.75% 3
Excellent	81.25% 13
Don't know (or does not apply)	0.00% 0
Total	16

#	Are there opportunities for improvement? If so, describe.	Date
1	I am new to the job as training director and your office has been very responsive to answer questions I had as to how our dept was non compliant and what the consequences were, etc...	3/6/2016 4:24 PM
2	With a phone call you can receive help on any matter.	3/3/2016 10:30 AM

Q4 How do you rate the expertise (knowledge and skill) of Colorado POST staff?

Answered: 16 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	0.00% 0
Good	43.75% 7
Excellent	56.25% 9
Don't know (or does not apply)	0.00% 0
Total	16

#	Are there opportunities for improvement? If so, describe.	Date
1	Everyone in the position assigned is extremely knowledgeable of its function.	3/3/2016 10:30 AM

Q5 How would you rate the availability of information from Colorado POST staff?

Answered: 16 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	6.25% 1
Good	31.25% 5
Excellent	62.50% 10
Don't know (or does not apply)	0.00% 0
Total	16

#	Are there opportunities for improvement? If so, describe.	Date
1	The web site has improved to get the information	3/3/2016 2:48 PM
2	The new website is MUCH better	3/3/2016 1:31 PM
3	The web site and the staff are very forthcoming. There are never surprises.	3/3/2016 10:30 AM

Q6 How would you rate the usefulness of services you receive from Colorado POST staff?

Answered: 16 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	6.25% 1
Good	37.50% 6
Excellent	56.25% 9
Don't know (or does not apply)	0.00% 0
Total	16

#	Are there opportunities for improvement? If so, describe.	Date
1	Our interactions help us to stay in compliance with state mandates.	3/3/2016 10:30 AM

Q7 How would you rate the consistency of services you receive from Colorado POST staff?

Answered: 16 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	6.25% 1
Good	31.25% 5
Excellent	62.50% 10
Don't know (or does not apply)	0.00% 0
Total	16

#	Are there opportunities for improvement? If so, describe.	Date
1	some change in staff caused confusion- I was emailing the staff member, with no response, and that person had, unknown to me, quit??	3/3/2016 1:31 PM
2	All of the experiences have been about the same.	3/3/2016 10:30 AM

Q8 How would you rate the reliability of services you receive from Colorado POST staff?

Answered: 16 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	6.25% 1
Good	31.25% 5
Excellent	56.25% 9
Don't know (or does not apply)	6.25% 1
Total	16

#	Are there opportunities for improvement? If so, describe.	Date
1	I know none of us are to blame when the legislature comes up with such things as mandated training. We just ask that POST digest the information as timely as possible, communicate regularly on whether or not you'll develop curriculum or we do and what you want from the agencies. Thanks.	3/4/2016 8:01 AM
2	Quality knowledge and skills in the employees	3/3/2016 1:31 PM

Q9 How would you rate the professionalism of Colorado POST staff?

Answered: 16 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	0.00% 0
Good	12.50% 2
Excellent	87.50% 14
Don't know (or does not apply)	0.00% 0
Total	16

#	Are there opportunities for improvement? If so, describe.	Date
1	Fair, but firm	3/3/2016 1:31 PM
2	Ms. Mack is one of the most professional individuals I have had the experience to work with.	3/3/2016 10:30 AM

Q10 How would you rate the courtesy of Colorado POST staff?

Answered: 16 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	0.00% 0
Good	12.50% 2
Excellent	87.50% 14
Don't know (or does not apply)	0.00% 0
Total	16

#	Are there opportunities for improvement? If so, describe.	Date
1	Pro's all the way!	3/3/2016 1:31 PM

Q11 How would you rate the responsiveness of Colorado POST staff?

Answered: 16 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	0.00% 0
Good	43.75% 7
Excellent	56.25% 9
Don't know (or does not apply)	0.00% 0
Total	16

#	Are there opportunities for improvement? If so, describe.	Date
1	There are times it will take 2-3 days before I get a reply to a phone call or e-mail	3/3/2016 2:48 PM
2	If you can't get back with a quick answer, just a quick- I rec'd your question or request and I will neet to get back to you with (#) of days.	3/3/2016 1:31 PM

Q12 Over the past two years I would say the services from Colorado POST staff has:

Answered: 15 Skipped: 1

Answer Choices	Responses
Been getting better	66.67% 10
Stayed about the same	33.33% 5
Been declining	0.00% 0
Total	15

#	Are there opportunities for improvement? If so, describe	Date
1	I have only been working with Colorado POST for 9 months, I cannot accurately respond to the question	3/4/2016 3:35 PM
2	Thank you Cory and staff for reinvigorating the function down there.	3/4/2016 8:01 AM

Q13 Overall, how would you rate the services you receive from Colorado POST staff?

Answered: 16 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	0.00% 0
Good	43.75% 7
Excellent	56.25% 9
Don't know (or does not apply)	0.00% 0
Total	16

#	Are there opportunities for improvement? If so, describe.	Date
	There are no responses.	

Survey Instructions, Part 2

The Colorado POST maintains oversight of the external training venues that provide Basic Peace Officer Training as it relates to training facilities, training, testing measures and instructor qualifications. Grant funding is provided to training programs/academies in compliance with required standards.

- 1. The POST ensures the content and quality of training and testing through coordination of various subject matter experts and their committees.*
- 2. The POST provides oversight of the funding of training through grants.*
- 3. In order to be eligible to receive POST grant funds, the training program/academy must comply with established standards.*

You will be asked a series of questions relating to grant funding and training as it applies to your Academy's interactions with the Colorado POST. If any of the questions do not apply, mark "Don't know (or does not apply)"

Q14 How would you rate the timeliness of services that you receive from Colorado POST staff?

Answered: 15 Skipped: 1

Answer Choices	Responses
Poor	0.00% 0
Fair	6.67% 1
Good	26.67% 4
Excellent	20.00% 3
Don't know (or does not apply)	46.67% 7
Total	15

#	Are there opportunities for improvement? If so, describe.	Date
	There are no responses.	

Q15 How would you rate the accuracy of services you receive from Colorado POST staff?

Answered: 14 Skipped: 2

Answer Choices	Responses
Poor	0.00% 0
Fair	7.14% 1
Good	21.43% 3
Excellent	21.43% 3
Don't know (or does not apply)	50.00% 7
Total	14

#	Are there opportunities for improvement? If so, describe.	Date
	There are no responses.	

Q16 How would you rate the helpfulness of Colorado POST staff?

Answered: 15 Skipped: 1

Answer Choices	Responses
Poor	0.00% 0
Fair	0.00% 0
Good	20.00% 3
Excellent	33.33% 5
Don't know (or does not apply)	46.67% 7
Total	15

#	Are there opportunities for improvement? If so, describe.	Date
1	Always found an answer- way to go!	3/3/2016 1:42 PM

Q17 How would you rate the expertise of Colorado POST staff?

Answered: 15 Skipped: 1

Answer Choices	Responses
Poor	0.00% 0
Fair	0.00% 0
Good	26.67% 4
Excellent	26.67% 4
Don't know (or does not apply)	46.67% 7
Total	15

#	Are there opportunities for improvement? If so, describe.	Date
	There are no responses.	

Q18 How would you rate the availability of information from Colorado POST staff?

Answered: 15 Skipped: 1

Answer Choices	Responses
Poor	0.00% 0
Fair	13.33% 2
Good	26.67% 4
Excellent	13.33% 2
Don't know (or does not apply)	46.67% 7
Total	15

#	Are there opportunities for improvement? If so, describe.	Date
1	Academy POST test dates are limited, too busy?	3/3/2016 1:42 PM

Q19 How would you rate the usefulness of services that you receive from Colorado POST staff?

Answered: 15 Skipped: 1

Answer Choices	Responses
Poor	0.00% 0
Fair	6.67% 1
Good	13.33% 2
Excellent	33.33% 5
Don't know (or does not apply)	46.67% 7
Total	15

#	Are there opportunities for improvement? If so, describe.	Date
	There are no responses.	

Q20 How would you rate the consistency of Colorado Post staff?

Answered: 15 Skipped: 1

Answer Choices	Responses
Poor	0.00% 0
Fair	6.67% 1
Good	33.33% 5
Excellent	13.33% 2
Don't know (or does not apply)	46.67% 7
Total	15

#	Are there opportunities for improvement? If so, describe.	Date
	There are no responses.	

Q21 How would you rate the reliability of services you receive from Colorado POST staff?

Answered: 15 Skipped: 1

Answer Choices	Responses
Poor	0.00% 0
Fair	6.67% 1
Good	6.67% 1
Excellent	40.00% 6
Don't know (or does not apply)	46.67% 7
Total	15

#	Are there opportunities for improvement? If so, describe.	Date
	There are no responses.	

Q22 How do you rate the professionalism of Colorado POST staff?

Answered: 15 Skipped: 1

Answer Choices	Responses
Poor	0.00% 0
Fair	0.00% 0
Good	13.33% 2
Excellent	40.00% 6
Don't know (or does not apply)	46.67% 7
Total	15

#	Are there opportunities for improvement? If so, describe.	Date
	There are no responses.	

Q23 How do you rate the courtesy of Colorado POST staff?

Answered: 14 Skipped: 2

Answer Choices	Responses
Poor	0.00% 0
Fair	0.00% 0
Good	28.57% 4
Excellent	21.43% 3
Don't know (or does not apply)	50.00% 7
Total	14

#	Are there opportunities for improvement? Is so, describe.	Date
	There are no responses.	

Q24 How do you rate the responsiveness of Colorado POST staff?

Answered: 15 Skipped: 1

Answer Choices	Responses
Poor	0.00% 0
Fair	0.00% 0
Good	26.67% 4
Excellent	26.67% 4
Don't know (or does not apply)	46.67% 7
Total	15

#	Are there opportunities for improvement? If so, describe.	Date
	There are no responses.	

Q25 Over the past two years I would say the level of services from Colorado POST has:

Answered: 13 Skipped: 3

Answer Choices	Responses	
Been Getting Better	46.15%	6
Stayed About the Same	53.85%	7
Declined	0.00%	0
Total		13

#	Are there opportunities for improvement? If so, describe.	Date
	There are no responses.	

Q26 Overall, how would you rate the services you receive from Colorado POST staff?

Answered: 15 Skipped: 1

Answer Choices	Responses	
Poor	0.00%	0
Fair	0.00%	0
Good	26.67%	4
Excellent	40.00%	6
Don't know (or does not apply)	33.33%	5
Total		15

#	Are there opportunities for improvement? If so, describe.	Date
	There are no responses.	

Comparison of Colorado POST training to other states

Q27 What is your perception of the academic peace officer training standards in Colorado compared to other states?

Answered: 15 Skipped: 1

Answer Choices	Responses
Behind other states	20.00% 3
Equal to other states	46.67% 7
Better than other states	33.33% 5
Total	15

#	Are there opportunities for improvement? If so, describe.	Date
1	POST cannot or will not certify in service training. This is far behind states like Texas and California.	3/4/2016 3:56 PM
2	Although if there is truth to some media reports, we apparently could tighten some standards. And actually, it appears you're doing just that.	3/4/2016 8:06 AM
3	I am not a huge fan of the conditions of the Tactical Casualty Care class. The instructor requirements are too stringent. I feel everything else assists us with being better officers.	3/3/2016 10:36 AM

Q28 What is your perception of the survival skills (defensive tactics, C.I.T. and firearms) peace officer training in Colorado compared to other states?

Answered: 15 Skipped: 1

Answer Choices	Responses
Behind other states	0.00% 0
Equal to other states	53.33% 8
Better than other states	46.67% 7
Total	15

#	Are there opportunities for improvement? If so, describe.	Date
1	Lower 100% testing requirement for firearms.	3/21/2016 8:37 AM

Equivalency between in-house and college training

**Q29 What is your perception of the
 equivalency of basic peace officer training
 between law enforcement agency and
 college training venues**

Answered: 15 Skipped: 1

Answer Choices	Responses	
Law enforcement agency peace officer training programs are better than college peace officer training programs	60.00%	9
College peace officer training programs are better than law enforcement agency peace officer training programs	6.67%	1
They are equivalent	33.33%	5
Total		15

#	Are there opportunities for improvement? If so, describe.	Date
1	Our local college uses most of EPSO's skills tactics and instructors.	3/3/2016 10:36 AM

**30 Based on your answer of Question 16, if
 you believe one training venue is superior
 to the other (college versus agency), mark
 the most significant factor that you believe
 contribute to this:**

Answered: 10 Skipped: 6

Answer Choices	Responses	
Quality of Instructors (knowledge, skill, experience)	10.00%	1
Quality of curriculum development beyond minimum standards	40.00%	4
Quality of the delivery of training	10.00%	1
Training or learning environment	20.00%	2
Training venue's investment in the student's success	0.00%	0
Student accountability to training venue staff	20.00%	2
Accountability of staff to students	0.00%	0
Mentor opportunities at training venue	0.00%	0
General oversight of training staff	0.00%	0
Scenario-based learning versus academic classroom learning	0.00%	0
Participatory learning versus academic classroom lecture	0.00%	0
Total		10

#	Other factors?	Date
1	scenario-based learning is the latest/greatest. We will continue this emphasis but wow, it is expensive!	3/4/2016 8:06 AM
2	At PD venues there is more accountability and discipline. In the college setting it's hard to have a "para military" academy, which I believe is beneficial. I like the concept of state academies like other states have.	3/3/2016 2:43 PM
3	this question only allowed one answer to be marked.	3/3/2016 11:15 AM

Q31 What is the public's perception of the equivalency of training programs?

Answered: 15 Skipped: 1

Answer Choices	Responses
Law enforcement agency peace officer training programs are better than college peace officer training programs	33.33% 5
College peace officer training programs are better than law enforcement agency peace officer training programs	6.67% 1
They are equivalent	60.00% 9
Total	15

#	Are there opportunities for improvement? If so, describe.	Date
	There are no responses.	

Q32 Based on your answer of Question 18, if you believe the public's perception is that one training venue is superior to the other (college versus agency), mark the most significant factor that you believe contribute to this:

Answered: 9 Skipped: 7

Answer Choices	Responses
Quality of Instructors (knowledge, skill, experience)	44.44% 4
Quality of curriculum development beyond minimum standards	11.11% 1
Quality of the delivery of training	0.00% 0
Training or learning environment	33.33% 3
Training venue's investment in the student's success	11.11% 1
Student accountability to training venue staff	0.00% 0
Accountability of staff to students	0.00% 0
Mentor opportunities at training venue	0.00% 0
General oversight of training staff	0.00% 0
Scenario-based learning versus academic classroom learning	0.00% 0
Participatory learning versus academic classroom lecture	0.00% 0
Total	9

#	Other factors?	Date
1	won't allow selection of multiple factorSSS	3/3/2016 1:42 PM
2	this question only allowed one answer to be marked.	3/3/2016 11:15 AM

**Q33 Do you believe there are any counties
 in Colorado that are underrepresented in
 basic peace officer training academies?**

Answered: 15 Skipped: 1

Answer Choices	Responses	
Yes	20.00%	3
No	0.00%	0
I don't know	80.00%	12
Total		15

#	If there are under represented counties, which are they?	Date
1	Boulder and Larimer	3/4/2016 4:32 AM
2	Rural to smaller counties	3/3/2016 1:42 PM

Training and Testing Methodology

Q34 What is the most effective training methodology for peace officers?

Answered: 15 Skipped: 1

	Most important	Somewhat important	Least important	Total
Lecture and question and answer	15.38% 2	69.23% 9	15.38% 2	13
Participatory exercises (table-top exercises in classroom, break-out groups)	0.00% 0	25.00% 3	75.00% 9	12
Scenario-based learning (experiential learning through role playing)	92.86% 13	7.14% 1	0.00% 0	14

Q35 What is the most effective testing methodology for peace officers?

Answered: 15 Skipped: 1

	Most important	Important	Somewhat Important	Least important	Total
Written examinations	28.57% 4	35.71% 5	21.43% 3	14.29% 2	14
Homework, research papers	0.00% 0	0.00% 0	38.46% 5	61.54% 8	13
Measured and meaningful participation in training	0.00% 0	45.45% 5	45.45% 5	9.09% 1	11
Reality based training (realistic scenarios in which a student must demonstrate application of learned knowledge)	78.57% 11	21.43% 3	0.00% 0	0.00% 0	14

Q36 Based on industry and emerging trends, are there categories within the current peace officer training that should have MORE hours? If so, prioritize the categories from 1 (most important) to 13 (Least important)

Answered: 13 Skipped: 3

	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
Intro to Criminal Justice	0.00% 0	8.33% 1	0.00% 0	0.00% 0	0.00% 0	8.33% 1	25.00% 3	0.00% 0	0.00% 0	0.00% 0	33.33% 4	8.33% 1	16.67% 2	12
Basic Law	45.45% 5	0.00% 0	0.00% 0	27.27% 3	18.18% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	9.09% 1	0.00% 0	0.00% 0	0.00% 0	11
Human Rights and Victim Rights	0.00% 0	18.18% 2	18.18% 2	18.18% 2	0.00% 0	0.00% 0	0.00% 0	9.09% 1	0.00% 0	9.09% 1	18.18% 2	0.00% 0	9.09% 1	11
Community Interaction	9.09% 1	27.27% 3	18.18% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	18.18% 2	9.09% 1	9.09% 1	0.00% 0	0.00% 0	9.09% 1	11
Patrol Procedures	18.18% 2	9.09% 1	0.00% 0	9.09% 1	18.18% 2	0.00% 0	9.09% 1	9.09% 1	0.00% 0	18.18% 2	0.00% 0	9.09% 1	0.00% 0	11
Traffic Control	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	9.09% 1	0.00% 0	18.18% 2	18.18% 2	0.00% 0	9.09% 1	18.18% 2	27.27% 3	11
Investigative Procedures	0.00% 0	0.00% 0	9.09% 1	9.09% 1	9.09% 1	27.27% 3	18.18% 2	0.00% 0	9.09% 1	9.09% 1	0.00% 0	9.09% 1	0.00% 0	11
Communications	16.67% 2	25.00% 3	8.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	8.33% 1	16.67% 2	0.00% 0	8.33% 1	16.67% 2	0.00% 0	12
Wellness Training	0.00% 0	9.09% 1	0.00% 0	0.00% 0	0.00% 0	9.09% 1	18.18% 2	27.27% 3	0.00% 0	9.09% 1	0.00% 0	18.18% 2	9.09% 1	11
Tactical Casualty Care for Law Enforcement	0.00% 0	0.00% 0	0.00% 0	0.00% 0	9.09% 1	27.27% 3	9.09% 1	0.00% 0	36.36% 4	0.00% 0	0.00% 0	0.00% 0	18.18% 2	11
Arrest Control	8.33% 1	0.00% 0	16.67% 2	25.00% 3	0.00% 0	16.67% 2	8.33% 1	0.00% 0	0.00% 0	8.33% 1	8.33% 1	0.00% 0	8.33% 1	12
Driving	0.00% 0	8.33% 1	16.67% 2	8.33% 1	25.00% 3	0.00% 0	8.33% 1	8.33% 1	0.00% 0	0.00% 0	16.67% 2	8.33% 1	0.00% 0	12
Firearms	8.33% 1	0.00% 0	16.67% 2	8.33% 1	16.67% 2	0.00% 0	8.33% 1	0.00% 0	8.33% 1	25.00% 3	0.00% 0	8.33% 1	0.00% 0	12

Q37 Based on industry and emerging trends, are there categories within the current peace officer training that should have LESS hours? If so, prioritize the categories from 1 (most important) to 13 (least important)

Answered: 9 Skipped: 7

	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
Intro to Criminal Justice	16.67% 1	16.67% 1	0.00% 0	16.67% 1	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	16.67% 1	0.00% 0	6
Basic Law	0.00% 0	0.00% 0	28.57% 2	0.00% 0	14.29% 1	0.00% 0	14.29% 1	0.00% 0	0.00% 0	14.29% 1	0.00% 0	0.00% 0	28.57% 2	7
Human Rights and Victim Rights	37.50% 3	12.50% 1	0.00% 0	0.00% 0	0.00% 0	12.50% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 2	0.00% 0	12.50% 1	8
Community Interaction	14.29% 1	28.57% 2	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	28.57% 2	0.00% 0	14.29% 1	0.00% 0	7
Patrol Procedures	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	28.57% 2	14.29% 1	0.00% 0	42.86% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	7
Traffic Control	14.29% 1	14.29% 1	0.00% 0	14.29% 1	14.29% 1	14.29% 1	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	14.29% 1	0.00% 0	7
Investigative Procedures	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	16.67% 1	66.67% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6
Communications	0.00% 0	0.00% 0	14.29% 1	14.29% 1	0.00% 0	0.00% 0	14.29% 1	0.00% 0	0.00% 0	14.29% 1	14.29% 1	14.29% 1	14.29% 1	7
Wellness Training	0.00% 0	14.29% 1	0.00% 0	42.86% 3	0.00% 0	14.29% 1	0.00% 0	0.00% 0	14.29% 1	0.00% 0	0.00% 0	14.29% 1	0.00% 0	7
Tactical Casualty Care for Law Enforcement	25.00% 2	0.00% 0	0.00% 0	0.00% 0	37.50% 3	0.00% 0	12.50% 1	0.00% 0	0.00% 0	12.50% 1	0.00% 0	0.00% 0	12.50% 1	8
Arrest Control	0.00% 0	0.00% 0	0.00% 0	14.29% 1	14.29% 1	0.00% 0	0.00% 0	14.29% 1	0.00% 0	28.57% 2	28.57% 2	0.00% 0	0.00% 0	7
Driving	0.00% 0	0.00% 0	28.57% 2	0.00% 0	0.00% 0	0.00% 0	14.29% 1	14.29% 1	14.29% 1	0.00% 0	0.00% 0	28.57% 2	0.00% 0	7
Firearms	0.00% 0	14.29% 1	0.00% 0	0.00% 0	0.00% 0	28.57% 2	0.00% 0	0.00% 0	14.29% 1	0.00% 0	14.29% 1	0.00% 0	28.57% 2	7

Q38 Based on industry and emerging trends, are there topics that are underrepresented?

Answered: 12 Skipped: 4

	1	2	3	4	5	6	Total	Weighted Average
Professional Competence	27.27% 3	18.18% 2	18.18% 2	27.27% 3	9.09% 1	0.00% 0	11	2.73
Ethical Decision Making	30.00% 3	30.00% 3	20.00% 2	10.00% 1	10.00% 1	0.00% 0	10	2.40
Leadership	9.09% 1	9.09% 1	27.27% 3	18.18% 2	18.18% 2	18.18% 2	11	3.82
Emotional Wellness	41.67% 5	0.00% 0	8.33% 1	16.67% 2	33.33% 4	0.00% 0	12	3.00
Conflict Resolution	16.67% 2	41.67% 5	0.00% 0	16.67% 2	25.00% 3	0.00% 0	12	2.92
Responding to Weapons of Mass Destruction	0.00% 0	0.00% 0	30.00% 3	10.00% 1	10.00% 1	50.00% 5	10	4.80

#	Are there others that we have not identified?	Date
	There are no responses.	

Q39 Which of the following BEST describes the organization or discipline which you represent?

Answered: 15 Skipped: 1

Answer Choices	Responses
Community/Technical college	60.00% 9
Law Enforcement agency	40.00% 6
Total	15

Q40 Annually, how many basic peace officer training academies does your organization provide?

Answered: 15 Skipped: 1

Answer Choices	Responses	
1 every three years	6.67%	1
1 every two years	0.00%	0
Once a year	20.00%	3
Twice a year	46.67%	7
Three times a year	20.00%	3
Four times a year	0.00%	0
Five times or more a year	6.67%	1
Total		15

Q41 Do you believe that a training venue can provide effective and meaningful training if they only provide training once a year or less?

Answered: 15 Skipped: 1

Answer Choices	Responses	
Yes	53.33%	8
No	20.00%	3
It depends	6.67%	1
If you have selected "It depends," what do you consider essential factors?	20.00%	3
Total		15

#	If you have selected "It depends," what do you consider essential factors?	Date
1	Keeping up with current instruction and trends.	3/21/2016 8:39 AM
2	police agency academy or college: college not as effective	3/3/2016 1:43 PM
3	ours runs for 2 semesters or roughly 9 months so we have time	3/3/2016 11:17 AM

Q42 On an average, how many students attend the basic peace officer training course your organization provides?

Answered: 15 Skipped: 1

Answer Choices	Responses
1-5	6.67% 1
5-10	0.00% 0
10-15	13.33% 2
15-20	13.33% 2
20-25	20.00% 3
25-35	20.00% 3
More than 35	26.67% 4
Total	15

Q43 What is your current position within your organization?

Answered: 15 Skipped: 1

Answer Choices	Responses
Administrator - CEO	26.67% 4
Manager	40.00% 6
Supervisor	6.67% 1
Professional/technical	13.33% 2
Line officer	0.00% 0
Trainer	6.67% 1
Other	6.67% 1
Total	15

Q44 Please enter any comments or observations you feel might be useful.

Answered: 2 Skipped: 14

#	Responses	Date
1	Thank you	3/21/2016 8:39 AM
2	I am the Director and I teach within the Academy.	3/3/2016 11:17 AM

ADDENDUM 3 – Law Enforcement Agency Head Survey

Agency Head Survey Summary

The constituent audience for this survey is the law enforcement agency heads that employ police officers (peace officers).

The survey is divided into three parts. The first two parts focus on customer service and constituent perceptions relating to the Colorado POST, and its staff, in the areas of maintaining standards/record keeping and the oversight of grant funding and training.

The last part focuses on perceptions relating to the training itself. The first portion focuses on how training compares to other states as well as between the college and in-house environments. The second portion focuses on the actual training and testing methodology, and training responsiveness to emerging industry trends. The final portion focuses on current training logistics in Colorado.

In the area of **Maintaining Standards and Record Keeping**, the majority of participants find the Colorado POST “*Good*” or “*Excellent*” in the categories of timeliness, accuracy, helpfulness, expertise, availability, usefulness, consistency, reliability and responsiveness. Most participants find the Colorado POST “*Excellent*” in the areas of professionalism and courtesy. Most find that the Colorado POST services have been “*Getting better*” over the past two years, some find the services have “*Stayed the same*” and a very few find the services “*Declining*.”

The participants provided a significant number of invaluable insights that Director Amend will find useful as he moves forward. In this area, there were three common themes;

1. POST, its services and the relationship with the constituents is improving
2. There is a need for consistent interpretation of rules and policies
3. There is a need for consistent messaging relating to information in most areas.

In the area of **Grant Funding**, the majority of the participants find the Colorado POST “*Good*” in the categories of timeliness, accuracy, helpfulness, expertise, availability, usefulness, consistency, reliability and responsiveness. Over half of the participants find the Colorado POST staff’s professionalism and courtesy “*Excellent*.” Slightly over half of the participants find that the services of the Colorado POST has “*Been getting better*” and slightly under half find the services has “*Stayed about the same*” over the past two years. A very few find the services “*Declining*.”

The focus of the participants' insights through their comments was on:

1. A need for consistent interpretation of rules and policies
2. A need for consistent messaging relating to grant funding and training

In the area of **Training**, most participants' perceptions is that training at law enforcement academies is better than training at college training venues; they cited the quality of instructors, curriculum and student accountability as contributing factors.

Over half of participants find the academic training of Colorado peace officers "*Equal to other states*;" the remaining find that it is either "*Behind*" or "*Better*" than other states.

Most participants find that survival skills³² training areas is "*Equal to other states.*" A significant number of participants find that the most effective training and testing methodology is "Scenario-based learning."³³

Based on industry and emerging trends, participants identified the top three topics that are under-represented:

1. Ethical Decision Making
2. Professional Competence
3. Conflict Resolution (de-escalation techniques)

Throughout the survey there is a common concern about the inability to determine the eligibility or suitability of students who attend college academies as viable law enforcement candidates. There is a perception of inequitable training among community colleges, particularly in the area of survival skills.

The participants were offered an opportunity to share their observations and comments, in general, as it relates to the Colorado POST. There was no common theme, however, these will allow Director Amend additional insights of his constituents.

³² Survival skills refers to defensive tactics, defensive and pursuit driving, firearms and confrontational simulations

³³ Scenario-based training is experiential learning through role playing which creates a more realistic environment for a student to demonstrate application of learned knowledge

Introduction to survey - Director Amend

On March 24, 2016, Colorado POST Director Cory Amend sent the following email to police agency heads that oversee police officers.

To all Chiefs, Sheriffs, and Marshals:

In the fall of 2015, I began a process to secure an agency to conduct an audit of our Colorado POST. I was fortunate to be able to establish a partnership with IADLEST, the International Association of Directors of Law Enforcement Standards and Training, who have agreed to conduct our audit. As best I can tell, no such audit has ever been conducted of Colorado POST since our inception in 1973, although in 1993 a Job Task Analysis was completed. I have asked IADLEST to identify both what is working well and areas that can be improved upon to ensure our agency is providing constituent support in an effective manner and one that conforms to best practices in peace officer training. POST representatives from two other states will be assisting in this process. The audit will include:

- *Desk Audit conducted remotely (already underway)*
- *Academy Director survey*
- *Chiefs and Sheriffs survey*
- *POST Board survey (if necessary)*
- *On-site audit*
- *Final Report presented to the POST Board –maybe by June of 2016*

The upcoming survey is to obtain your feedback, not only to determine where we are meeting the needs of our constituents but also to identify those areas in which we can improve. The survey will be divided into three sections:

4. *Maintaining standards and recordkeeping*
5. *Oversight of grant funding and training*
6. *Information about you and your training venue*

You will be receiving the Survey Monkey survey from Theresa King, Theresa.king@state.or.us, a compliance program coordinator from Oregon. Your survey results will also go back to Ms. King. Please have your survey completed by Friday, April 7, 2016.

Thank you in advance

Introduction to survey - Ms. King

On March 25, 2016, the survey was sent to the following representatives with the following introductory message.

The Colorado Peace Officer Standards and Training (POST) is a State agency that:

- 1. Determines certification requirements and issues certifications*
- 2. Manages grant administration*
- 3. Identifies non-compliance and makes initial determination of denial, suspension and revocation of certifications*
- 4. Conducts and oversees in-service training*
- 5. Facilitates variances (exemptions) of requirements*
- 6. Oversees and inspects training academies' instruction, testing measures and instructor and SME committees*
- 7. Oversees state-mandated programs such as VIN Inspector Certification*

Most of the services that the Colorado POST provide fall into two primary categories:

- 1. Standards and Certification*
- 2. Oversight of grant funding and training*

Colorado POST Director Cory Amend has asked the International Association for Directors of Law Enforcement Standards and Training (IADLEST) to provide assistance in a review of his agency to identify both what is working well and areas that can be improved upon to ensure the agency is providing constituent support in an effective manner and one that conforms to best practices in public safety training. Representatives from two state POST agencies will be assisting in this process.

This survey is to obtain your feedback, not only to determine where we are meeting the needs of our constituents but also to identify those areas in which we can improve. Please respond to the following questions. They are divided into three sections:

- 1. Maintaining standards and recordkeeping*
- 2. Oversight of grant funding and training*
- 3. Your perception of the quality of training your officers receive in the basic peace officer training course*

Your responses are used to evaluate how well we are meeting constituent needs, and they are one of the factors we use in evaluating the overall performance of the Colorado POST.

Please complete this survey by April 7th. If you have any questions or comments, please feel free to contact me directly.

ADDENDUM 3 - Agency Head Survey
Survey Participation Results

Survey Participation Results

Department	Contact	Email	Completed Survey
Adams County Sheriff's Office	Sheriff Michael McIntosh	mmcintosh@adcogov.org	No
Aguilar Marshal's Office	Chief Marshal Tracy Bonham	aguilarmarshal01@gmail.com	No
Alamosa County Sheriff's Office	Sheriff Robert Jackson	rjackson@alamosacounty.org	No
Alamosa Police Department	Chief Duane Oakes	doakes@ci.alamosa.co.us	Yes
Alma Police Department	Chief Zachary Robertson	almapd@townofalma.com	No
Antonito Police Department	Town Clerk Stephanie Trujillo	townofantonito@hotmail.com	No
Arapahoe County Sheriff's Office	Sheriff David Walcher	dwalcher@co.arapahoe.co.us	Yes
Archuleta County Sheriff's Office	Sheriff Richard Valdez	rvaldez@archuletacounty.org	Yes
Arvada Police Department	Chief Don Wick	don@arvada.org	Yes
Aspen Police Department	Chief Richard Pryor	richard.pryor@cityofaspen.com	Yes
Ault Police Department	Chief Richard Strang	rstrang@townofault.org	Yes
Aurora Police Department	Chief Nicholas Metz	nmetz@auroragov.org	No
Avon Police Department	Chief Robert Ticer	rticer@avon.org	Opted Out
Baca County Sheriff's Office	Sheriff David Campbell	baca.s04@live.com	No
Basalt Police Department	Chief Gregory Knott	greg.knott@basaltpolice.com	Yes
Bayfield Marshal's Office	Marshal Joseph McIntyre	jm McIntyre@bayfieldgov.org	Yes
Bent County Sheriff's Office	Sheriff David Encinias	bent.sheriff@bentcounty.net	Yes
Black Hawk Police Department	Chief Stephen Cole	scole@cityofblackhawk.org	Yes
Blanca Marshal's Office	Marshal Danny Sanchez	blancapd@gojade.org	No
Blue River Marshal's Office	Marshal Brian Brady	meddy.blueriver@gmail.com	Yes
Boulder County Sheriff's Office	Sheriff Joseph Pelle	jpelle@bouldercounty.org	Opted Out
Boulder Police Department	Chief Greg Testa	testag@bouldercolorado.gov	Yes
Breckenridge Police Department	Chief Shannon Haynes	shannonh@townofbreckenridge.com	Yes
Brighton Police Department	Chief Clinton Blackhurst	cblackhurst@brightonco.gov	Yes

ADDENDUM 3 - Agency Head Survey
Survey Participation Results

Broomfield Police Department	Chief Gary Creager	gcreager@broomfield.org	Yes
Brush Police Department	Acting Chief Corey Hardy	chardy@brushcolo.com	No
Buena Vista Police Department	Chief Jimmy Tidwell	jtidwell@buenavistaco.gov	Yes
Burlington Police Department	Chief Barry Romans	barry.romans@burlingtoncolo.com	Yes
Calhan Police Department	Chief David Weinberger	calhanchief@gmail.com	No
Campo Police Department	Chief Bradley Viner	campo.pd401@live.com	No
Canon City Police Department	Chief Paul Schultz	pdschultz@canoncity.org	No
Carbondale Police Department	Chief Eugene Schilling	eks@carbondalecto.net	Yes
Castle Rock Police Department	Chief John Cauley	jcauley@crgov.com	Yes
Cedaredge Police Department	Chief Daniel Sanders	chiefcedaredge@tds.net	Yes
Center Police Department	Chief William Lucero	bill@centerco.gov	Yes
Central City Police Department	Acting Chief Patric Stanton	pdchief@cityofcentral.co	Yes
Chaffee County Sheriff's Office	Sheriff John Spezze	jspezze@chaffeesherriff.org	Yes
Cherry Hills Village Police Department	Chief Michelle Tovrea	mtovrea@cherryhillsvillage.com	No
Cheyenne County Sheriff's Office	Sheriff Gabriel Joiner	joiner@co.cheyenne.co.us	No
Clear Creek County Sheriff's Office	Sheriff Richard Albers	ralbers@clearcreeksheeriff.us	Yes
Collbran Marshal's Office	Marshal Adam Appelhanz	collbranmarshal@hotmail.com	Yes
Colorado Springs Police Department	Chief Peter Carey	careype@ci.colospgs.co.us	Yes
Colorado State Patrol	Chief Scott Hernandez	scott.hernandez@state.co.us	No
Columbine Valley Police Department	Chief Bret Cottrell	bcottrell@columbinevalley.org	No
Commerce City Police Department	Chief Troy Smith	tsmith@c3gov.com	Yes
Conejos County Sheriff's Office	Sheriff Howard Galvez	Howard@co.conejos.co.us	No
Cortez Police Department	Chief Roy Lane	rlane@cityofcortez.com	Yes
Costilla County Sheriff's Office	Sheriff Amos Medina	costillacountyso@yahoo.com	Yes
Craig Police Department	Chief Walter Vanatta	wvanatta@craigpolice.org	Yes
Crested Butte Marshal's Office	Chief Marshal Tom Martin	cbmarshal@crestedbutte-co.gov	Yes
Cripple Creek Police Department	Chief Michael Rulo	mrulo@cripple-creek.co.us	Yes

ADDENDUM 3 - Agency Head Survey
Survey Participation Results

Crowley County Sheriff's Office	Sheriff John Kurtz	john.kurtz@crowleycounty.net	Yes
Custer County Sheriff's Office	Training Coordinator Carl Dryer	sbyerly@custercountygov.com	Yes
Dacono Police Department	Chief Matthew Skaggs	mskaggs@cityofdacono.com	Yes
DeBeque Marshal's Office	Marshal Robert Dalley	bdalley@debeque.org	Yes
Del Norte Police Department	Chief Robert Fresquez	dnpolice@amigo.net	No
Delta County Sheriff's Office	Sheriff Frederick McKee	fmckee@deltacounty.com	Yes
Delta Police Department	Acting Chief Charles Kettle	charles@cityofdelta.net	Yes
Denver City and County	HR Administrator David Cushen	david.cushen@denvergov.org	No
Denver Police Department	Chief Robert White	robert.white@denvergov.org	No
Denver Sheriff's Department	Sheriff Patrick Firman	patrick.firman@denvergov.org	No
Dillon Police Department	Chief Mark Heminghaus	markvh@townofdillon.com	Yes
Dolores County Sheriff's Office	Sheriff Jerry Martin	dcsheriffmartin@fone.net	No
Douglas County Sheriff's Office	Sheriff Anthony Spurlock	tspurloc@dcsheriff.net	No
Durango Police Department	Chief James Spratlen	pdadmin@ci.durango.co.us	Yes
Eagle County Sheriff's Office	Sheriff James VanBeek	james.vanbeek@eaglecounty.us	Yes
Eagle Police Department	Chief Karl Stauffer	istauffer@townofeagle.org	No
Eaton Police Department	Chief Arthur Mueller	armueller@eatonco.org	No
Edgewater Police Department	Chief John Mackey	jmackey@edgewaterpd.com	Yes
El Paso County Sheriff's Office	Sheriff William Elder	Billelder@elpasoco.com	No
Elbert County Sheriff's Office	Sheriff Shayne Heap	shayne.heap@elbertcounty-co.gov	Yes
Elizabeth Police Department	Chief Stephen Hasler	shasler@ci.elizabeth.co.us	Yes
Englewood Police Department	Chief John Collins	jcollins@englewoodgov.org	Yes
Erie Police Department	Chief Marco Vasquez	mvasquez@erieco.gov	No
Estes Park Police Department	Chief Wesley Kufeld	wkufeld@estes.org	Yes
Evans Police Department	Chief Ricky Brandt	rbrandt@evanscolorado.gov	No
Fairplay Police Department	Chief Joel Vice	jvice@fairplayco.us	Yes
Federal Heights Police Department	Chief Karl Wilmes	lacker@fedheights.org	No
Firestone Police Department	Chief David Montgomery	dmontgomery@ci.firestone.co.us	Late

ADDENDUM 3 - Agency Head Survey
Survey Participation Results

Florence Police Department	Chief Michael DeLaurentis	mike.delaurentis@pd.florencecolorado.org	Yes
Fort Carson Police Department	Chief James Walter	james.j.walter4.civ@mail.mil	Yes
Fort Collins Police Services	Chief John Hutto	jhutto@fcgov.com	No
Fort Lupton Police Department	Chief Kenneth Poncelow	kponcelow@fortlupton.org	No
Fort Morgan Police Department	Chief Darin Sagel	dsagel@cityoffortmorgan.com	No
Fountain Police Department	Chief Christopher Heberer	hebs06@aol.com	No
Fowler Police Department	Chief Jacob Freidenberger	fowlerchief@gmail.com	Yes
Fraser/Winter Park Police Department	Chief Glen Trainor	gtrainor@wpgov.com	Yes
Frederick Police Department	Chief Gary Barbour	gbarbour@frederickco.gov	Yes
Fremont County Sheriff's Office	Sheriff James Beicker	jim.beicker@fremontso.com	No
Frisco Police Department	Chief Tom Wickman	tomw@townoffrisco.com	No
Fruita Police Department	Chief Judith Macy	jmacy@fruita.org	Yes
Garfield County Sheriff's Office	Sheriff Louis Vallario	lvallario@garcosheriff.com	Yes
Georgetown Marshal's Office	Marshal Randolph Williams	gtownpd@earthlink.net	Yes
Gilpin County Sheriff's Office	Sheriff Bruce Hartman	bhartman@co.gilpin.co.us	No
Glendale Police Department	Chief William Haskins	whaskins@glendale.co.us	Yes
Glenwood Springs Police Department	Chief Terry Wilson	terry.wilson@cogs.us	Yes
Golden Police Department	Chief William Kilpatrick	bkilpatr@cityofgolden.net	Yes
Granada Police Department	Chief David Dougherty	granadapd@secom.net	No
Granby Police Department	Chief William Housley	whousley@granbypolice.com	Late
Grand County Sheriff's Office	Sheriff Brett Schroetlin	bschroetlin@co.grand.co.us	No
Grand Junction Police Department	Chief John Camper	johnc@gjcity.org	Yes
Greeley Police Department	Chief Gerald Garner	jerry.garner@greeleypd.com	No
Green Mountain Falls Marshal's Office	Marshal Timothy Bradley	tsbcxxxvi@ymail.com	No
Greenwood Village Police Department	Chief John Jackson	jjackson@greenwoodvillage.com	Yes
Gunnison County Sheriff's Office	Sheriff Richard Besecker	rbesecker@gunnisoncounty.org	No

ADDENDUM 3 - Agency Head Survey
Survey Participation Results

Gunnison Police Department	Chief Keith Robinson	keith@cityofgunnison-co.gov	No
Haxtun Police Department	Chief Tanya Mayhew	410@pctelcom.coop	No
Hayden Police Department	Chief Gregory Tuliszewski	Greg.tuliszewski@haydencolorado.org	No
Hinsdale County Sheriff's Office	Sheriff Ronald Bruce	st8cop@centurytel.net	Yes
Holyoke Police Department	Chief Douglas Bergstrom	hopd.chief.bergstrom@pctelcom.coop	No
Hotchkiss Marshal's Office	Marshal Daniel Miller	marshalmiller@tds.net	Yes
Huerfano County Sheriff's Office	Sheriff Bruce Newman	brucenewman@bresnan.net	No
Hugo Marshal's Office	Chief Marshal Jesse Schier	hugomarshal@esrta.com	Yes
Idaho Springs Police Department	Chief Christian Malanka	cmalanka@idahospringsco.com	Yes
Ignacio Police Department	Chief Kirk Phillips	kphillips@townofignacio.com	No
Jackson County Sheriff's Office	Sheriff Gary Cure	jacksoncountysheriff@gmail.com	No
Jefferson County Sheriff's Office	Sheriff Jeffery Shrader	jshrader@jeffco.us	No
Johnstown Police Department	Chief Brian Phillips	bphillips@townofjohnstown.com	No
Kersey Police Department	Chief David Gottschalk	dGottschalk@ci.kersey.co.us	Yes
Kiowa County Sheriff's Office	Sheriff Casey Sheridan	csheridan@kiowasheriff.net	No
Kiowa Police Department	Chief Samuel Swofford	swofford@townofkiowa.com	Opted Out
Kit Carson County Sheriff's Office	Sheriff Thomas Ridnour	sheriff@kitcarsoncounty.org	Yes
Kremmling Police Department	Chief Scott Spade	kpd@townofkremmling.org	No
La Jara Police Department	Sergeant Jerry Lujan	dmartinez@lajarapolicedept.com	Yes
La Junta Police Department	Chief Todd Quick	tquick@ci.la-junta.co.us	No
La Plata County Sheriff's Office	Undersheriff Frank Sandoval	sean.smith@co.laplata.co.us	Yes
La Veta Marshal's Office	Chief Marshal Harold Willburn	haroldwillburn@townoflaveta-co.gov	No
Lafayette Police Department	Chief Rick Bashor	rickb@cityoflafayette.com	Yes
Lake County Sheriff's Office	Sheriff Rodney Fenske	sheriffrod@lakecountysheriff.co	No
Lakeside Police Department	Chief Robert Gordanier	bgordanier@town.lakeside.co.us	Yes
Lakewood Police Department	Chief Kevin Paletta	kevpal@lakewoodco.org	Opted Out
Lamar Police Department	Chief Kyle Miller	kyle.miller@ci.lamar.co.us	Yes
Larimer County Sheriff's Office	Sheriff Justin Smith	smithje@co.larimer.co.us	No
Las Animas County Sheriff's Office	Sheriff James Casias	james.casias@lasanimascounty.org	No

ADDENDUM 3 - Agency Head Survey
Survey Participation Results

LaSalle Police Department	Chief Carl Harvey	charvey@lasalletown.com	Yes
Leadville Police Department	Acting Chief Saige Bertolas	stthomas@leadville-co.gov	No
Limon Police Department	Chief Lynn Yowell	lyowell@townoflimon.com	Yes
Lincoln County Sheriff's Office	Sheriff Thomas Nestor	sheriff@lincolnsheriff.net	Yes
Littleton Police Department	Chief Douglas Stephens	dougstephens@littletongov.org	Yes
Lochbuie Police Department	Chief Tracey McCoy	tmccoy@lochbuie.org	No
Log Lane Village Marshal's Office	Town Clerk Angie Gutierrez	llv007townclerk2@hotmail.com	No
Logan County Sheriff's Office	Sheriff Brett Powell	bpowell@logancosheriff.com	Yes
Lone Tree Police Department	Chief Jeffrey Streeter	jeff.streeter@cityoflonetree.com	Yes
Longmont Police Department	Chief Harold Butler	mike.butler@ci.longmont.co.us	No
Louisville Police Department	Chief Dave Hayes	dhayes@louisvilleco.gov	Yes
Loveland Police Department	Acting Chief Timothy Brown	tim.brown@cityofloveland.org	Yes
Manassa Police Department	Town Clerk Kathy Newell	manassapd@gmail.com	No
Mancos Marshal's Office	Marshal Jason Spruell	jspruell@mancoscolorado.com	Yes
Manitou Springs Police Department	Chief Joseph Ribeiro	jribeiro@comsgov.com	Yes
Manzanola Police Department	Chief Victor Lopez	manzanolapd@ci.manzanola.co	No
Meeker Police Department	Chief Robert Hervey	pd1@town.meeker.co.us	Opted Out
Mesa County Sheriff's Office	Sheriff Matthew Lewis	wendy.likes@mesacounty.us	Yes
Milliken Police Department	Chief Benito Garcia	bgarcia@town.milliken.co.us	No
Mineral County Sheriff's Office	Sheriff Frederick Hosselkus	sheriff.mineral@centurytel.net	No
Moffat County Sheriff's Office	Sheriff Kevin Hume	khume@sheriff.moffat.co.us	No
Monte Vista Police Department	Chief James Grayson	jamesg@ci.monte-vista.co.us	Yes
Montezuma County Sheriff's Office	Sheriff Steven Nowlin	snowlin@so.montezuma.co.us	Yes
Montrose County Sheriff's Office	Sheriff Ricki Dunlap	sheriff@montrosecounty.net	Yes
Montrose Police Department	Chief Thomas Chinn	tchinn@ci.montrose.co.us	Yes
Monument Police Department	Chief Jacob Shirk	jshirk@tomgov.org	Yes
Morgan County Sheriff's Office	Sheriff James Crone	jcroner@co.morgan.co.us	Late
Morrison Police Department	Chief Rudolf Sandoval	chief@police.town.morrison.co.us	Yes

ADDENDUM 3 - Agency Head Survey
Survey Participation Results

Mount Crested Butte Police Department	Chief Nathan Stepanek	n.stepanek@mtcbbpd.us	Yes
Mountain View Police Department	Chief Mark Toth	mtoth@tomv.org	Yes
Mountain Village Police Department	Chief Chris Broady	cbroady@mtnvillage.org	Opted Out
Nederland Police Department	Chief Paul Carrill	paulc@nederlandco.org	No
New Castle Police Department	Chief Anthony Pagni	apagni@newcastlecolorado.org	Yes
Northglenn Police Department	Chief James May	police@northglenn.org	Yes
Norwood Police Department	Chief Michael Wilkerson	norwoodmarshal@hotmail.com	Yes
Nunn Police Department	Chief Kim Clingan	nunnpolice@ezlink.com	Yes
Oak Creek Police Department	Town Clerk Mary Alice Page-Allen	maryalice@townofaokcreek.com	No
Olathe Police Department	Chief Justin Harlan	jharlan@olatheco.us	Yes
Otero County Sheriff's Office	Sheriff Shawn Mobley	smobley@otero.gov.org	Yes
Ouray County Sheriff's Office	Sheriff Domonic Mattivi	dominic.mattivi@ouraycountyco.gov	No
Ouray Police Department	Chief Justin Perry	perryj@cityofouray.com	No
Pagosa Springs Police Department	Chief William Rockensock	brockensock@pagosasprings.co.gov	No
Palisade Police Department	Chief Debra Funston	dfunston@townofpalisade.org	Late
Palmer Lake Police Department	Chief Jason Vanderpool	jvanderpool@palmer-lake.org	Yes
Paonia Police Department	Acting Chief Neil Ferguson	nfergusonppd@yahoo.com	Yes
Parachute Police Department	Chief Cary Parmenter	cparmenter@parachutecolorado.com	No
Park County Sheriff's Office	Sheriff Frederick Wegener	fwegener@parkco.us	Yes
Parker Police Department	Chief David King	dking@parkeronline.org	Yes
Phillips County Sheriff's Office	Sheriff Charles Urbach	Rob@pcsheriff.us	Yes
Pitkin County Sheriff's Office	Sheriff Joseph Disalvo	joe.disalvo@pitkinsheriff.com	No
Platteville Police Department	Chief Michael Root	mroot@plattevillegov.org	Yes
Prowers County Sheriff's Office	Sheriff Samuel Zordel	szordel@prowerscounty.net	Yes
Pueblo County Sheriff's Office	Sheriff Kirk Taylor	taylorlk@co.pueblo.co.us	No
Pueblo Police Department	Chief Luis Velez	lvelez@pueblo.us	No
Rangely Police Department	Chief Vincent Wilczek	vince@rangelygovt.com	No
Ridgway Marshal's Office	Marshal David Scott	marshal@ridgwaypd.com	Yes

ADDENDUM 3 - Agency Head Survey
Survey Participation Results

Rifle Police Department	Chief John Dyer	jdyer@riflco.org	Yes
Rio Blanco County Sheriff's Office	Sheriff Anthony Mazzola	anthony.mazzola@rbc.us	Yes
Rio Grande County Sheriff's Office	Sheriff Brian Norton	rgso@amigo.net	Yes
Rocky Ford Police Department	Chief Michael Bethel	rfpd@ci.rocky-ford.co.us	No
Routt County Sheriff's Office	Sheriff Jeffrey Wiggins	gwiggins@co.routt.co.us	Yes
Saguache County Sheriff's Office	Sheriff Daniel Warwick	dwarwick@saguachecounty-co.gov	No
Salida Police Department	Chief Terry Clark	tclark@salidapolice.com	Yes
San Juan County Sheriff's Office	Sheriff Bruce Conrad	sjcsoconrad@yahoo.com	Yes
San Miguel County Sheriff's Office	Sheriff William Masters	sheriffbillmasters@gmail.com	No
Sanford Police Department	Chief Dale Ruff	sanfordpd@centurytel.net	Yes
Sedgwick County Sheriff's Office	Sheriff Thomas Hanna	sco@sedgwickcountygov.net	No
Sheridan Police Department	Chief Mark Campbell	mcampbell@sheridangov.org	Yes
Silt Police Department	Chief Levy Burris	levy@townofsilt.org	Yes
Silverthorne Police Department	Acting Chief Misty Higby	mhigby@silverthorne.org	No
Simla Police Department	Chief Joseph Roberts	chiefjoeroberts@fairpoint.net	Yes
Snowmass Village Police Department	Chief Brian Olson	bolson@tosv.com	No
South Fork Police Department	Acting Chief Larry Rumrill	sfpd2@southfork.org	No
Southern Ute Indian Tribe Police Department	Chief Ray Coriz	rcoriz@southernute-nsn.gov	No
Springfield Police Department	Chief Dennis Bradburn	sp1@secom.net	Late
Steamboat Springs Police Department	Acting Chief Jerome Stabile	jstabile@steamboatsprings.net	Yes
Sterling Police Department	Chief Tyson Kerr	tyson@sterlingcolo.com	Yes
Stratton Marshal's Office	Marshal Daniel Cooper	police@strattoncolorado.com	Yes
Summit County Sheriff's Office	Sheriff John Minor	johnm@co.summit.co.us	Yes
Teller County Sheriff's Office	Sheriff Mike Ensminger	ensminger@co.teller.co.us	Yes
Telluride Marshal's Office	Chief Marshal Albert James Kolar	jkolar@telluride-co.gov	Yes
Thornton Police Department	Chief Randy Nelson	Randy.Nelson@cityofthornton.net	Yes
Timnath Police Department	Chief Sherri Wagner	swagner@timnathgov.com	Yes

ADDENDUM 3 - Agency Head Survey
Survey Participation Results

Trinidad Police Department	Chief Charles Glorioso	charles.glorioso@trinidad.co.gov	No
Ute Mountain Ute Police Department	Acting Chief Leander Morris	leander.morris@BIA.gov	No
Vail Police Department	Chief Dwight Henninger	dhenninger@vailgov.com	Yes
Walsenburg Police Department	Chief Thomas McLallen	tommie-mclallen@cityofwalsenburg.com	Yes
Walsh Police Department	Chief Connie Bradburn	walshpd1@secom.net	Yes
Ward Marshal's Office	Marshal Peter Lawrence	plawrence.marshall@ward-co.org	Yes
Washington County Sheriff's Office	Sheriff Jonathan Stivers	jstivers@co.washington.co.us	No
Weld County Sheriff's Office	Sheriff Steven Reams	sreams@co.weld.co.us	Yes
Westminster Police Department	Chief Lee Birk	lbirk@cityofwestminster.us	Yes
Wheat Ridge Police Department	Chief Daniel Brennan	dbrennan@ci.wheatridge.co.us	Yes
Wiggins Police Department	Acting Chief Jennifer Ferguson	jlechman.wpd@gmail.com	No
Windsor Police Department	Chief John Michaels	jmichaels@windsorgov.com	Yes
Woodland Park Police Department	Chief Miles DeYoung	mdeyoung@city-woodlandpark.org	No
Wray Police Department	Chief Adam Srsen	arsen@cityofwray.org	Yes
Yuma County Sheriff's Office	Sheriff Chad Day	c.day@yumacountysheriff.net	Yes
Yuma Police Department	Chief Jonathan Lynch	j.lynch@yumacolo.org	Yes

Statistical review of participation

Of the 233 surveys sent, 180 surveys were opened, 42 surveys unopened, five surveys “bounced³⁴” and six surveys “opted out³⁵” of the survey process.

Of the 180 surveys that were opened, there were 139 responses; 121 surveys were completed and 18 surveys were partially completed.

³⁴ “bounced” means that the email address was not valid

³⁵ “opting out” is a feature that can be assigned to all incoming SurveyMonkey surveys, or it can be selected upon receipt of email

ADDENDUM 3 - Agency Head Survey
 Part 1 – Maintaining Standards and Recordkeeping

Part 1 Maintaining Standards and Recordkeeping

Survey Instructions

“The Colorado POST, through the Board, is responsible for establishing minimum standards, addressing matters relating to the denial, suspension or revocation of certification and facilitating variances of requirements. The Colorado POST is also responsible for recordkeeping relating to the employment, training and certification of peace officers.

*You will be asked a series of questions relating to **maintaining standards and recordkeeping** as it applies to your agency’s interactions with the Colorado POST. If any of the questions do not apply, mark “Don’t know (or does not apply).”*

Q1 How would you rate the timeliness of services you receive from Colorado POST?

Answered: 134 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	8.21% 11
Good	55.22% 74
Excellent	35.82% 48
Don't know (or does not apply)	0.75% 1
Total	134

#	Are there opportunities for improvement? If so, describe.
1	Yes, increased advance notice of requirements and adjustments is important - as much as permitted by law
2	Always answer emails and return phone calls in an expedient manner
3	All my calls to your office have been immediately answered and my questions have been address during the call.
4	In my experiences with Colorado POST, they have been highly responsive to my questions and needs
5	POST is in a difficult position, having to implement vague and conflicting legislative mandates. In my experience the director and his staff are dedicated and very responsive.
6	Since Cory Amend has taken the reigns as director, my experience is that we seem to be getting much better communication about time sensitive and critical notifications particularly as it relates to matters involving legislative actions that effect the police/sheriffs and POST
7	It has gotten better during the past several years.
8	POST provides which services?
9	None come to mind at this time.
10	everything can be improved
11	Improving

ADDENDUM 3 - Agency Head Survey
 Part 1 – Maintaining Standards and Recordkeeping

**Q2 How do you rate the accuracy of services
 you receive from Colorado POST?**

Answered: 134 Skipped: 0

Answer Choices	Responses	
Poor	2.24%	3
Fair	9.70%	13
Good	47.76%	64
Excellent	40.30%	54
Don't know (or does not apply)	0.00%	0
Total		134

#	Are there opportunities for improvement? If so, describe.
1	We have been receiving good information from Becky Calomino. However the regional POST Board seems to be not on the same page
2	On rare occasions we sometimes get conflicting information from different staff members. Specifically, in regards to compliance issues at year end.
3	there are some confusing issues at times
4	improve message consistency across the staff
5	Changes in the grant process could be a bit smoother.
6	There has been some confusion in regards to interpretation of rules
7	Getting better as well
8	Now, but not always in the past
9	With the implementation of the portal things are great now

ADDENDUM 3 - Agency Head Survey
 Part 1 – Maintaining Standards and Recordkeeping

Q3 How do you rate the helpfulness of Colorado POST staff?

Answered: 132 Skipped: 2

Answer Choices	Responses
Poor	0.76% 1
Fair	3.79% 5
Good	41.67% 55
Excellent	53.03% 70
Don't know (or does not apply)	0.76% 1
Total	132

#	Are there opportunities for improvement? If so, describe.
1	The level in consistency for clarity on POST rules is horrible. Staff members don't appear to understand their own rules and do a lot of improvising.
2	Extremely helpful, and understanding
3	I have concerns that employees interpret the rules as they understand them and not according to the intent of those rules.
4	They have been helpful in every way, shape and form
5	responsive
6	Carolyn is fantastic
7	Improving was fair to poor 5 years ago

ADDENDUM 3 - Agency Head Survey
 Part 1 – Maintaining Standards and Recordkeeping

**Q4 How do you rate the expertise
 (knowledge and skill) of Colorado POST
 staff?**

Answered: 132 Skipped: 2

Answer Choices	Responses
Poor	0.00% 0
Fair	7.58% 10
Good	46.97% 62
Excellent	41.67% 55
Don't know (or does not apply)	3.79% 5
Total	132

#	Are there opportunities for improvement? If so, describe.
1	There has been some confusion when dealing with the required training hours for POST certified officers. I think more clarity on rules would eliminate the confusion and the time it takes my staff to address these areas.
2	POST Staff seems to inconsistent in the explanation process
3	As reflected above I have concerns regarding the interpretation of the rules and consistency of those interpretations from one employee to the next.
4	Cory Amend and staff are making pretty good headway in effecting positive change.
5	See question 2
6	There are times where interpretation of POST rules depends on the staff member responding.
7	Improving from the past

ADDENDUM 3 - Agency Head Survey
 Part 1 – Maintaining Standards and Recordkeeping

Q5 How would you rate the availability of information from Colorado POST staff?

Answered: 134 Skipped: 0

Answer Choices	Responses	
Poor	1.49%	2
Fair	12.69%	17
Good	49.25%	66
Excellent	35.82%	48
Don't know (or does not apply)	0.75%	1
Total		134

#	Are there opportunities for improvement? If so, describe.
1	The feedback I receive from my staff who connect more directly is very positive.
2	A wider base of communication is needed to alert agencies about upcoming training
3	Very proactive in getting information out on rule changes, marijuana training and grant opportunities.
4	Again, the information we receive from POST personnel is conflicting at best.
5	still needs refining but I think the effort is there and the recognition that continued refinement is necessary is also there.
6	The updated website is a huge improvement. Some information from staff can and has been inconsistent.
7	Web-enabling the processes has help improve service and information

ADDENDUM 3 - Agency Head Survey
 Part 1 – Maintaining Standards and Recordkeeping

Q6 How would you rate the usefulness of services you receive from Colorado POST staff?

Answered: 133 Skipped: 1

Answer Choices	Responses	
Poor	1.50%	2
Fair	15.04%	20
Good	49.62%	66
Excellent	33.83%	45
Don't know (or does not apply)	0.00%	0
Total		133

#	Are there opportunities for improvement? If so, describe.
1	With all of the changes in training requirements for officers it would be helpful if POST could contract out the topics to have the training created for agencies to use. I know one of the mandatory trainings is being developed, but it would be a great assistance if other mandatory trainings could be developed to assist the departments.
2	reference the above answer of inconsistency
3	sometimes the portal is a bit confusing.
4	I believe that with all the State mandated training required, POST should take the initiative to formulate a plan for smaller agencies to obtain the training (other than Police One, which I believe does not achieve the objective)
5	The training database used by LE agencies to enter POST required training is not user friendly and needs modifications to save individual department's staff time.
6	Most opportunities for training seem to stay in the front range or greeley area. We need more training in rural areas.
7	Some of the statutory requirements that POST needs to comply with are not useful and a waste of time, but that is not the fault of staff.

ADDENDUM 3 - Agency Head Survey
 Part 1 – Maintaining Standards and Recordkeeping

Q7 How would you rate the consistency of services you receive from Colorado POST staff?

Answered: 132 Skipped: 2

Answer Choices	Responses	
Poor	3.03%	4
Fair	12.88%	17
Good	53.79%	71
Excellent	30.30%	40
Don't know (or does not apply)	0.00%	0
Total		132

#	Are there opportunities for improvement? If so, describe.
1	As I said above, the confusion around the roll out of new training requirements has been a major concern.
2	It seems as though there are disparities in service between the Director and support staff.
3	I have had different members of POST tell me different things leaving me to try to find a solution rather than rely on staff. This has created confusion and frustration.
4	also once lacking but getting better

Q8 How would you rate the reliability of services you receive from Colorado POST staff?

Answered: 133 Skipped: 1

Answer Choices	Responses	
Poor	2.26%	3
Fair	7.52%	10
Good	50.38%	67
Excellent	39.10%	52
Don't know (or does not apply)	0.75%	1
Total		133

#	Are there opportunities for improvement? If so, describe.
1	Our staff is new to submissions / not enough track record to judge
2	inconsistency hurts this rating

ADDENDUM 3 - Agency Head Survey
 Part 1 – Maintaining Standards and Recordkeeping

**Q9 How would you rate the professionalism
 of Colorado POST staff?**

Answered: 134 Skipped: 0

Answer Choices	Responses	
Poor	0.00%	0
Fair	2.99%	4
Good	35.82%	48
Excellent	60.45%	81
Don't know (or does not apply)	0.75%	1
Total		134

#	Are there opportunities for improvement? If so, describe.
1	Staff appear to work together as a team and are respectful and courteous
2	This is a great step forward
3	Director is very professional as well as Ms. Berry. Others don't always meet the same measure.

ADDENDUM 3 - Agency Head Survey
 Part 1 – Maintaining Standards and Recordkeeping

Q10 How would you rate the courtesy of Colorado POST staff?

Answered: 133 Skipped: 1

Answer Choices	Responses
Poor	0.00% 0
Fair	3.01% 4
Good	35.34% 47
Excellent	60.90% 81
Don't know (or does not apply)	0.75% 1
Total	133

#	Are there opportunities for improvement? If so, describe.
1	Training in customer service theory. We are the customer.
2	Depends who you interact with.

ADDENDUM 3 - Agency Head Survey
 Part 1 – Maintaining Standards and Recordkeeping

Q11 How would you rate the responsiveness of Colorado POST staff?

Answered: 134 Skipped: 0

Answer Choices	Responses	
Poor	0.00%	0
Fair	5.97%	8
Good	49.25%	66
Excellent	44.03%	59
Don't know (or does not apply)	0.75%	1
Total		134

#	Are there opportunities for improvement? If so, describe.
1	Much improved over the past 6 months.
2	Sometimes it is hard to get in touch with POST members.
3	They always respond to my requests immediately. You cannot do it any better.
4	getting better

ADDENDUM 3 - Agency Head Survey
 Part 1 – Maintaining Standards and Recordkeeping

Q12 Over the past two years I would say the services from Colorado POST staff has:

Answered: 130 Skipped: 4

Answer Choices	Responses
Been getting better	66.92% 87
Stayed about the same	29.23% 38
Been declining	3.85% 5
Total	130

#	Are there opportunities for improvement? If so, describe
1	Much improved over the past 6 months.
2	We are new staff and we are evaluating the process
3	There are huge opportunities for improvement but the POST staff needs to re-evaluate their purpose. Often times the staff seems to view themselves as a regulatory agency that should determine police policy when in fact they are often times far beyond their bounds.
4	I cannot respond. I have only been employed in the state for 5 months as a chief of police.
5	There is always room for improvement. Classes and education requirements are getting harder with limited staff, lack of funding and reources. It's tough to send very many officers to training and still cover shifts and let graves sleep. A training center located in the eastern plains not in greeley or Lamar would be a useful tool to small agencies.
6	again, refinement is needed, but things are moving in the right direction.
7	Cory Amend has done a wonderful job. I appreciate it very much
8	We all have areas that we can improve however i have no specific items at this time.
9	consistency and transparency
10	The granting procedure has gone through many changes which have created problems with the regions requests but there has been improvement

ADDENDUM 3 - Agency Head Survey
 Part 1 – Maintaining Standards and Recordkeeping

Q13 Overall, how would you rate the services you receive from Colorado POST staff?

Answered: 134 Skipped: 0

Answer Choices	Responses
Poor	0.00% 0
Fair	8.21% 11
Good	47.76% 64
Excellent	44.03% 59
Don't know (or does not apply)	0.00% 0
Total	134

#	Are there opportunities for improvement? If so, describe.
1	Assist more in the development of training.
2	Great group of committed professionals
3	I would like to discuss two areas where I believe improvement can be made by POST. The first pertains to POST training funds that are distributed to our regional training groups. I have been part of the I-70 West Region training group for several years. We have experienced frustration with guidelines that often change during the application or implementation process. I would like to see POST provide yearly guidelines and training's, in all areas of the state, that clearly address the application process and spending of POST training funds. My second area where I believe improvement can be made is one that POST might not be able to address. I have noticed in my career that many individuals who attend and graduate from POST certified training academies are often candidates that we would not hire. I would like to see academies perform expanded background investigations on individuals wishing to attend. The expanded background investigation would be similar to what police departments do during our hiring processes. I have interviewed many POST graduates and have found them to be unemployable due to a myriad of reasons. This suggestion might not be something that POST can mandate to the academies; but I would like to see the discussion started to improve the employability of people attending and graduating from the academies.
4	There really aren't many "services" provided by POST as they tend to interact with my agency in a regulatory capacity only.
5	Overall . . . outstanding.
6	Colorado Post seems to be about 20 years behind other state POST organizations and now appear to be overcompensating by dictating training based on national perceptions rather than local perceptions and realities.
7	Not sure which services this section of the survey is targeting. They provide us documents for grants, what services are we talking about.

Part 2 – Section A - Grant Funding

Survey Instructions

The Colorado POST maintains oversight of the external training venues that provide Basic Peace Officer Training as it relates to training facilities, training, testing measures and instructor qualifications. Grant funding is provided to training programs/academies in compliance with required standards.

- 1. The POST ensures the content and quality of training and testing through coordination of various subject matter experts and their committees.*
- 2. The POST provides oversight of the funding of training through grants.*
- 3. In order to be eligible to receive POST grant funds, the training program/academy must comply with established standards.*

*You will be asked a series of questions relating to **grant funding and training** as it applies to your agency’s interactions with the Colorado POST. If any of the questions do not apply, mark "Don't know (or does not apply)."*

Q14 How would you rate the timeliness of services that you receive from Colorado POST staff?

Answered: 132 Skipped: 2

Answer Choices	Responses
Poor	0.00% 0
Fair	16.67% 22
Good	49.24% 65
Excellent	27.27% 36
Don't know (or does not apply)	6.82% 9
Total	132

#	Are there opportunities for improvement? If so, describe.
1	The new training rule confusion was allowed to continue for too long which resulted in significant confusion and a last minute rush to comply by my staff.
2	Don't know have not received funding submitted
3	I have never been able to get any grant info or how we can receive any grants.
4	Some more lead time and training on grants before the grant cycle starts rolling would help (this has been going better recently)
5	I have other Command Staff involved in this process

Q15 How would you rate the accuracy of services you receive from Colorado POST staff?

Answered: 132 Skipped: 2

Answer Choices	Responses
Poor	1.52% 2
Fair	9.85% 13
Good	55.30% 73
Excellent	26.52% 35
Don't know (or does not apply)	6.82% 9
Total	132

#	Are there opportunities for improvement? If so, describe.
1	again in process evaluating
2	Need educated on struggles of rural departments
3	Shifting grant guidelines
4	There have been instances when granting procedure seemed to be inconsistent

Q16 How would you rate the helpfulness of Colorado POST staff?

Answered: 130 Skipped: 4

Answer Choices	Responses	
Poor	0.77%	1
Fair	10.77%	14
Good	41.54%	54
Excellent	39.23%	51
Don't know (or does not apply)	7.69%	10
Total		130

#	Are there opportunities for improvement? If so, describe.
1	First year of grant submissions

Q17 How would you rate the expertise of Colorado POST staff?

Answered: 129 Skipped: 5

Answer Choices	Responses	
Poor	0.78%	1
Fair	8.53%	11
Good	44.96%	58
Excellent	35.66%	46
Don't know (or does not apply)	10.08%	13
Total		129

#	Are there opportunities for improvement? If so, describe.
1	Can't judge
2	I am concerned that sometimes the Director isn't in touch with the needs of smaller rural departments.

Q18 How would you rate the availability of information from Colorado POST staff?

Answered: 130 Skipped: 4

Answer Choices	Responses	
Poor	3.08%	4
Fair	10.00%	13
Good	51.54%	67
Excellent	28.46%	37
Don't know (or does not apply)	6.92%	9
Total		130

#	Are there opportunities for improvement? If so, describe.
1	Our interactions seem good
2	There is confusion regarding residual training and/or grant funds, and how to access those funds. I know POST is working to establish procedures for doing so, and that will be helpful.
3	times where funding is "reserved" for a project unknown to even the POST board

Q19 How would you rate the usefulness of services that you receive from Colorado POST staff?

Answered: 130 Skipped: 4

Answer Choices	Responses
Poor	1.54% 2
Fair	10.77% 14
Good	51.54% 67
Excellent	28.46% 37
Don't know (or does not apply)	7.69% 10
Total	130

#	Are there opportunities for improvement? If so, describe.
1	Can't judge until completion of a cycle
2	POST needs to understand the Office of the Sheriff and assist them in keeping their sovereignty, POST and Legislators take more decision making away from the Sheriff every year. We are held personally liable for our Office, something that is very different from the Police departments.
3	the funds are obviously useful, but the process is overly cumbersome
4	wish more information was available on getting training grants

Q20 How would you rate the consistency of Colorado Post staff?

Answered: 130 Skipped: 4

Answer Choices	Responses
Poor	3.08% 4
Fair	7.69% 10
Good	53.08% 69
Excellent	27.69% 36
Don't know (or does not apply)	8.46% 11
Total	130

#	Are there opportunities for improvement? If so, describe.
1	Seems to be minor inconsistencies
2	Same as earlier on grant guidelines
3	funding requirements seem to change often
4	There have been many changes in the procedure for receiving funds that have created challenges for the regions

Q21 How would you rate the reliability of services you receive from Colorado POST staff?

Answered: 129 Skipped: 5

Answer Choices	Responses	
Poor	0.78%	1
Fair	10.85%	14
Good	49.61%	64
Excellent	31.01%	40
Don't know (or does not apply)	7.75%	10
Total		129

Are there opportunities for improvement? If so, describe.	Date
There are no responses.	

Q22 How do you rate the professionalism of Colorado POST staff?

Answered: 129 Skipped: 5

Answer Choices	Responses	
Poor	0.78%	1
Fair	6.20%	8
Good	34.11%	44
Excellent	51.94%	67
Don't know (or does not apply)	6.98%	9
Total		129

#	Are there opportunities for improvement? If so, describe.
1	more transparency in grant funding would likely help this rating. the "reserved" funds for projects don't give a professional appearance

**Q23 How do you rate the courtesy of
 Colorado POST staff?**

Answered: 130 Skipped: 4

Answer Choices	Responses
Poor	0.00% 0
Fair	5.38% 7
Good	36.15% 47
Excellent	50.77% 66
Don't know (or does not apply)	7.69% 10
Total	130

#	Are there opportunities for improvement? Is so, describe.
1	Other than the Director, other staff's first response is almost always defensive

Q24 How do you rate the responsiveness of Colorado POST staff?

Answered: 130 Skipped: 4

Answer Choices	Responses	
Poor	0.00%	0
Fair	8.46%	11
Good	47.69%	62
Excellent	35.38%	46
Don't know (or does not apply)	8.46%	11
Total		130

#	Are there opportunities for improvement? If so, describe.
	There are no responses.

Q25 Over the past two years I would say the level of services from Colorado POST has:

Answered: 122 Skipped: 12

Answer Choices	Responses	
Been Getting Better	56.56%	69
Stayed About the Same	40.16%	49
Declined	3.28%	4
Total		122

#	Are there opportunities for improvement? If so, describe.
1	Again new user agency need time to evaluate
2	in this area...(grants)
3	Don't know
4	POST has improved so much over the past two or three years.
5	Hopefully Director Amend will be a long term Director providing more consistency to the granting process.

**Q26 Overall, how would you rate the services
 you receive from Colorado POST staff?**

Answered: 129 Skipped: 5

Answer Choices	Responses
Poor	0.00% 0
Fair	10.85% 14
Good	50.39% 65
Excellent	34.11% 44
Don't know (or does not apply)	4.65% 6
Total	129

#	Are there opportunities for improvement? If so, describe.
1	Please see comments on page one.
2	still not sure about services
3	I just don't understand why we have had to give back money from the training surcharge due to lack of use by first agencies it was assigned too?

Part 2 – Section B - Training

Q27 What is your perception of the equivalency of basic peace officer training between law enforcement agency and college training venues.

Answered: 118 Skipped: 16

Answer Choices	Response s
Law enforcement agency peace officer training programs are better than college peace officer training programs	64.41% 76
College peace officer training programs are better than law enforcement agency peace officer training programs	4.24% 5
They are equivalent	31.36% 37
Total	118

#	Are there opportunities for improvement? If so, describe.
1	The difference is many LE Agency Academies can train specific to that Agency, and the College programs and a more generalized course meant to prepare students for a variety of agencies.
2	My agency is not large enough to run its own academy, but I believe college based programs often make decisions without the input of the local agencies they are generating recruits for.
3	Colorado needs to go to a State agency training academy and illeminate the college training programs.
4	They have similar qualities but college is more academia rather than hand on or experience.
5	College peace officer training programs have room for improvement related to setting reasonable expectations from the students entering the profession
6	better screening for potential Officers is a must , Agency academy's screen potential Officers thoroughly, College accept anyone as long as they are willing to pay.
7	The physical standards lack in college programs.
8	I have nothing to base an opinion on.
9	I believe the para-military nature of LE agency training programs are better suited to train LE officers in a more effective manner.
10	Hard to answer as there are some huge differences between college based programs internally, and the same for LE agency programs.
11	Agency training programs seem to support the needs of the agencies better, while covering the minimum standards on less critical areas. Both are not too far apart.
12	I appreciate the availability of college training programs for the broader (less traditional) perspective they bring to a trainee
13	As long as the curriculum is standardized between the two , most instructors have the appropriate background to provide the necessary training.
14	They are equivalent as long as they have the direct involvement of local law enforcement agencies and instructors who are currently working in the area they are teaching.
15	The Law Enforcement Academies need to train to the same requirements at all levels. From Response to resistance methods to firearms qualifications and certifications. We should not be hiring officers who have different training certifications when they attend different academies. We need a state mandated training curriculum which is not the case currently.

ADDENDUM 3 - Agency Head Survey
 Part 2 – Section B – Training

16	There always are and POST recognizes them when they hit the radar.
17	I think it depends on the college offering the training. Some (mostly on the front range) are way better at providing quality training than more remote college training programs
18	Agency academies have the ability to focus on discipline and chain of command better than college academies. There are areas that colleges can't push or be picky with.
19	Not all colleges teach the same, nor do they teach to handle rural policing. I don't need 3 officer to pull over one old woman for a brake light. We need to also screen out hot tempers, attitude, lack of responsibility etc. So LE gets the best candidates
20	While I think an agency run academy is better due to the ability of the training to be ready to be applied, while College is trying to cover any agency the graduate may go to, not a specific way of training.
21	Conduct law enforcement eligibility and background checks prior to admission to a college program
22	There is better vetting of candidates for the LE programs, and LE direction is more useful to the profession than some of the college environments.
23	Some of the academies do not produce well trained officers. This may be old information but that is all I have to base it on is the results from officers that I have hired from different academies

ADDENDUM 3 - Agency Head Survey
 Part 2 – Section B – Training

Q28 Based on your answer of Question 1, if you believe one training venue is superior to the other (college versus agency), mark the factors that you believe contribute to this:

Answered: 87 Skipped: 47

Answer Choices	Responses
Quality of Instructors (knowledge, skill, experience)	62.07% 54
Quality of curriculum development beyond minimum standards	56.32% 49
Quality of the delivery of training	43.68% 38
Training or learning environment	55.17% 48
Training venue's investment in the student's success	44.83% 39
Student accountability to training venue staff	58.62% 51
Accountability of staff to students	37.93% 33
Mentor opportunities at training venue	33.33% 29
General oversight of training staff	40.23% 35
Scenario-based learning versus academic classroom learning	54.02% 47
Participatory learning versus academic classroom lecture	43.68% 38
Total Respondents: 87	

#	Other factors?
1	College programs offer opportunities for Agency members to teach, and often recruit from the college academy classes.
2	Accountability of training staff to an organization's vision and values is critical Commitment and accountability to the recruit (employee) Training consistent with organization values versus general approach Discipline and student accountability looks different
3	Difficult to determine since the quality of college training venues varies greatly between the different colleges. Overall, I prefer a LE academy setting.
4	Colleges tend to provide a broad based education. Agency academies are focused on that agency, the culture and only the police practices of that particular agency.
5	The college environment is not conducive to law enforcement reality. The academies are full of students who will never be police officers and this is detrimental to those who are there to make law enforcement a career. The colleges are inconsistent in training.
6	Colleges may have different (lower) quality standards than the agency. If an agency sends recruits to a college academy, this could be an issue.
7	Being able to observe cadet and determine the viability to the agency
8	Proper vetting of candidates.
9	Agency programs have made future employment arrangements with students. They have done back ground checks and can refuse access to undesirable candidates. Colleges have to accept almost anybody regardless of their back ground or suitability.

Q29 What is the public's perception of the equivalency of basic peace officer training between law enforcement agency and college training venues.

Answered: 117 Skipped: 17

Answer Choices	Response s
Law enforcement agency peace officer training programs are better than college peace officer training programs	10.26% 12
College peace officer training programs are better than law enforcement agency peace officer training programs	2.56% 3
They are equivalent	8.55% 10
The public doesn't realize there are different training programs	78.63% 92
Total	117

#	Are there opportunities for improvement? If so, describe.
1	Unknown
2	It is my opinion that the majority of our public believe training programs are performed by individual agencies and not college training venues.

ADDENDUM 3 - Agency Head Survey
 Part 2 – Section B – Training

Q30 Based on your answer of Question 3, if you believe the public's perception is that one training venue is superior to the other (college versus agency), mark the factors that you believe contribute to this:

Answered: 29 Skipped: 105

Answer Choices	Responses	
Quality of Instructors (knowledge, skill, experience)	34.48%	10
Quality of curriculum development beyond minimum standards	31.03%	9
Quality of the delivery of training	34.48%	10
Training or learning environment	48.28%	14
Training venue's investment in the student's success	37.93%	11
Student accountability to training venue staff	20.69%	6
Accountability of staff to students	17.24%	5
Mentor opportunities at training venue	20.69%	6
General oversight of training staff	17.24%	5
Scenario-based learning versus academic classroom learning	20.69%	6
Participatory learning versus academic classroom lecture	17.24%	5
Total Respondents: 29		

#	Other factors?
1	Unknown
2	the public perception is that all students come from real department academy's therefore they should all be good Officers.
3	Public doesn't know
4	The public has no idea of the difference or more issues would be brought up in the media.
5	They just don't understand.
6	N/A
7	The public has no idea

Q31 What is your perception of the academic peace officer training standards in Colorado compared to other states?

Answered: 117 Skipped: 17

Answer Choices	Responses
Behind other states	28.21% 33
Equal to other states	51.28% 60
Better than other states	20.51% 24
Total	117

#	What do you base your perception on?
1	I think a trend I noticed in the past to move more towards a California type model is a mistake. I also feel that the SME committees can be helpful, but I might suggest polling agency heads and agency trainers for their input. Having been to a few SME meetings, aside from Academy inspections, I'm not convinced they are beneficial, and seem to be more padding to resumes for their members. How about making a term limit for those committees and equal representation for Sheriffs Offices and Police Departments, Large and Small, Urban and Rural?
2	Out of state Challenge students comment on the legal portion is a higher standard than the state they came from
3	Other states do not allow peace officers to be trained in a college.
4	Perception!!
5	Personal experience and history related from current students
6	Colorado should have it's own State Academy like other states.
7	honestly I don't know how other state operate. But in my opinion all potential officers should be trained at a Agency academy , where small agency's can get an honest evaluation and say in keeping or releasing him or her if her or she is not suited to be Police Officer.
8	The basic training is such a small piece of an officer's overall training and experience, which s/he brings to the agency. Basic skills are just that - basic.And that is what academies have to teach and I believe they do teach pretty well. Now, with CIT being a critical part of police work, academies need to start teaching more communication skills as a basic skill.
9	I have hired officers from three separate states and have been told their academy experience was more extensive than Colorado's.
10	POST lacks the funding necessary to keep up with the other States.
11	It's much easier for a peace officer from another state to meet or exceed Colorado requirements. However, a Colorado peace officer does not meet the minimum requirements in many other states.
12	How other agencies in different parts of the country conduct their business.
13	Descriptions from out of state Officers indicates that Colorado leads some states and trails others.
14	Past dealings with POST in other states. We are getting better but still have a ways to go and catch up.
15	Our state standards, training and POST requirements.
16	General understanding of other state's training programs
17	I don't really know if/if not other states' programs are better or worse.
18	I think Colorado has improved over the past several years in the required training, but based upon national trends we still lag behind some states but ahead of others.

ADDENDUM 3 - Agency Head Survey
 Part 2 – Section B – Training

19	Personal knowledge of Colorado's standards, and casual observation of those in a few other states.
20	Training requirements, funding for training, and the application of those training dollars.
21	Don't know exactly what other states teach
22	Knowledge of the basic academy hours from other states, many range between 400-700 hours
23	Speaking to LEO'S from other states.
24	However, some things are better, some worse. You'd have to do a comparison to fairly answer this question.
25	Length of the academy is shorter than other academies, venue is different, state academies better prepare students.
26	I don't know how to answer this question. I have no information to make an assessment
27	We are in the process of improving at the intermediate and advanced levels but equal at the basic level.
28	We just enacted a minimum requirement
29	Academic institutions tend to be a lot alike.
30	I'm not sure what the standards are in other states.
31	We should be able to say that CO training is what is best for CO LE regardless of how it looks or is compared to other states.
32	peace officer from other states
33	The testing process

Q32 What is your perception of the survival skills (defensive tactics, driving and firearms) peace officer training in Colorado compared to other states?

Answered: 117 Skipped: 17

Answer Choices	Responses
Behind other states	15.38% 18
Equal to other states	71.79% 84
Better than other states	12.82% 15
Total	117

#	What do you base your perceptions on?
1	I have been a full skills instructor for some time, and I think the programs are decent, but have really not moved forward in the past 5-10 years. Let's be proactive.
2	I believe this depends on the academy that is attended and the resources available to that academy. The State of Colorado should invest in regional training facilities that are supported locally, by the college based system and with DOLA and other grant mechanisms.
3	Training time is comparable on challenge students
4	Colorado does not take a back seat to any state.
5	Survival skills training should be expanded to give practical application to officers.
6	college is minimal skills , not impressed with some Officers who have been through our FTO .
7	Mandatory ongoing training that is lacking in many other states.
8	I have worked with officers from in and out of state. There is no clear difference based on where they went to the academy.
9	Have employed officers from other states.
10	These are nationally recognized programs and techniques.
11	Unknown as to the survival skills taught elsewhere.
12	PPCT is not as effective a base program for arrest control as others programs.
13	Reading about training on a national level, the difference is between rural and urban departments, not states.
14	Previous training that I and our staff have attended in Colorado.
15	The amount of training classes we attend and that are available both internally and externally.
16	General understanding of other state's training programs
17	Again, no experience to compare.
18	The fact that this has only become a mandatory training issue in the last two years to maintain certifications.
19	I believe we have a slightly better emphasis on decision-making and de-escalation.
20	When you make it acceptable for officers to meet the standard for critical skills by watching a training video, you clearly illustrate it is not important. You are simply pandering to outside sources. Critical skills must be done through actual training and anything less is simply a waste of time for agencies concerned with serving their communities.
21	Again, I don't know what other states teach

ADDENDUM 3 - Agency Head Survey
Part 2 – Section B – Training

22	most other states have a "state" academy that is far better at training these skills.
23	Speaking to LEOs
24	I don't know how to answer this question. I have no information to make an assessment
25	Many different types of arrest Control, with little quality control
26	These areas have been and continued to be stressed.
27	The standards of basic skills
28	Skill based training has improved everywhere in the past ten years. The content tends to be very similar.
29	see above response. I don't really care about other state's training
30	Peace officers from other states
31	Nothing to really base this response on.

Q33 What is the most effective training methodology for peace officers?

Answered: 121 Skipped: 13

	Most important	Somewhat important	Least important	Total
Lecture and question and answer	2.83% 3	35.85% 38	61.32% 65	106
Participatory exercises (table-top exercises in classroom, break-out groups)	15.91% 14	69.32% 61	14.77% 13	88
Scenario-based learning (experiential learning through role playing)	86.21% 100	11.21% 13	2.59% 3	116

Q34 What is the most effective testing methodology for peace officers?

Answered: 120 Skipped: 14

	Most importan	Important	Somewhat Important	Least importan	Total
Written examinations	9.18% 9	26.53% 26	38.78% 38	25.51% 25	98
Homework, research papers	0.00% 0	5.21% 5	42.71% 41	52.08% 50	96
Measured and meaningful participation in training	17.20% 16	62.37% 58	11.83% 11	8.60% 8	93
Reality based training (realistic scenarios in which a student must application of learned knowledge)	76.58% 85	17.12% 19	5.41% 6	0.90% 1	111

ADDENDUM 3 - Agency Head Survey
 Part 2 – Section B – Training

Q35 Based on industry and emerging trends, are there categories within the current peace officer training that should have MORE hours? If so, prioritize the categories from 1 (most important) to 13 (Least important)

Answered: 119 Skipped: 15

	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
Intro to Criminal Justice	7.41% 8	3.70% 4	12.96% 14	15.74% 17	10.19% 11	10.19% 11	6.48% 7	5.56% 6	2.78% 3	2.78% 3	5.56% 6	6.48% 7	10.19% 11	108
Basic Law	19.47% 22	15.04% 17	19.47% 22	8.85% 10	7.08% 8	6.19% 7	7.08% 8	3.54% 4	1.77% 2	2.65% 3	4.42% 5	2.65% 3	1.77% 2	113
Human Rights and Victim Rights	11.40% 13	19.30% 22	14.91% 17	11.40% 13	11.40% 13	4.39% 5	9.65% 11	1.75% 2	1.75% 2	7.89% 9	2.63% 3	2.63% 3	0.88% 1	114
Community Interaction	23.08% 27	24.79% 29	11.11% 13	5.13% 6	11.97% 14	7.69% 9	3.42% 4	1.71% 2	3.42% 4	0.85% 1	2.56% 3	1.71% 2	2.56% 3	117
Patrol Procedures	13.76% 15	10.09% 11	11.01% 12	14.68% 16	11.01% 12	7.34% 8	5.50% 6	8.26% 9	6.42% 7	5.50% 6	3.67% 4	2.75% 3	0.00% 0	109
Traffic Control	3.70% 4	5.56% 6	10.19% 11	7.41% 8	11.11% 12	7.41% 8	3.70% 4	9.26% 10	2.78% 3	4.63% 5	6.48% 7	14.81% 16	12.96% 14	108
Investigative Procedures	11.32% 12	11.32% 12	10.38% 11	11.32% 12	12.26% 13	11.32% 12	4.72% 5	4.72% 5	6.60% 7	6.60% 7	3.77% 4	3.77% 4	1.89% 2	106
Communications	28.57% 32	17.86% 20	9.82% 11	8.04% 9	1.79% 2	6.25% 7	5.36% 6	3.57% 4	4.46% 5	5.36% 6	3.57% 4	2.68% 3	2.68% 3	112
Wellness Training	8.04% 9	12.50% 14	8.93% 10	8.93% 10	13.39% 15	8.93% 10	6.25% 7	3.57% 4	6.25% 7	4.46% 5	4.46% 5	5.36% 6	8.93% 10	112
Tactical Casualty Care for Law Enforcement	15.32% 17	8.11% 9	12.61% 14	11.71% 13	8.11% 9	6.31% 7	5.41% 6	9.91% 11	6.31% 7	2.70% 3	6.31% 7	2.70% 3	4.50% 5	111
Arrest Control	30.09% 34	9.73% 11	15.93% 18	10.62% 12	2.65% 3	4.42% 5	7.08% 8	3.54% 4	5.31% 6	2.65% 3	4.42% 5	1.77% 2	1.77% 2	113
Driving	22.94% 25	16.51% 18	8.26% 9	10.09% 11	6.42% 7	5.50% 6	2.75% 3	6.42% 7	4.59% 5	5.50% 6	7.34% 8	1.83% 2	1.83% 2	109
Firearms	30.63% 34	8.11% 9	10.81% 12	9.01% 10	10.81% 12	8.11% 9	0.00% 0	1.80% 2	6.31% 7	3.60% 4	5.41% 6	2.70% 3	2.70% 3	111

ADDENDUM 3 - Agency Head Survey
 Part 2 – Section B – Training

#	Other training that should be MORE hours?
1	Officer Survival, Force-On-Force Scenarios (Firearms and Defensive Tactics), Driving Scenarios, Forms (Citations, Warrant Affidavits, Etc included in Report Writing for College programs)
2	community policing concepts, problem solving
3	Search and Seizure/Criminal Law Procedure/Constitution
4	Community Policing
5	crisis intervention training, leadership, ethics
6	De-escalation of force, procedural justice, tactical disengagement, mental and physical health for police officers and their families
7	Report Writing
8	Dealing with the mentally ill and special populations in LE
9	No
10	Conflict resolution and De-escalation techniques
11	Procedural Justice
12	Emotional survival for officers and spouses.
13	Relationship building, engagement. There is nothing about deescalation.
14	De-escalation, tactics, decision making.
15	CIT
16	Marijuana basic education for officer, impaired driving
17	Deescalation, procedural Justice

ADDENDUM 3 - Agency Head Survey
 Part 2 – Section B – Training

Q36 Based on industry and emerging trends, are there categories within the current peace officer training that should have LESS hours? If so, prioritize the categories from 1 (most important) to 13 (least important)

Answered: 68 Skipped: 66

	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
Intro to Criminal Justice	20.00% 9	13.33% 6	2.22% 1	4.44% 2	8.89% 4	4.44% 2	2.22% 1	4.44% 2	2.22% 1	2.22% 1	6.67% 3	11.11% 5	17.78% 8	45
Basic Law	6.67% 3	4.44% 2	4.44% 2	13.33% 6	6.67% 3	8.89% 4	13.33% 6	8.89% 4	6.67% 3	2.22% 1	11.11% 5	8.89% 4	4.44% 2	45
Human Rights and Victim Rights	14.58% 7	6.25% 3	12.50% 6	12.50% 6	6.25% 3	10.42% 5	6.25% 3	6.25% 3	2.08% 1	6.25% 3	4.17% 2	10.42% 5	2.08% 1	48
Community Interaction	12.00% 6	8.00% 4	18.00% 9	10.00% 5	10.00% 5	2.00% 1	4.00% 2	4.00% 2	14.00% 7	2.00% 1	6.00% 3	6.00% 3	4.00% 2	50
Patrol Procedures	2.17% 1	4.35% 2	13.04% 6	10.87% 5	8.70% 4	8.70% 4	6.52% 3	10.87% 5	13.04% 6	10.87% 5	8.70% 4	0.00% 0	2.17% 1	46
Traffic Control	16.33% 8	14.29% 7	10.20% 5	2.04% 1	6.12% 3	2.04% 1	10.20% 5	8.16% 4	10.20% 5	4.08% 2	8.16% 4	2.04% 1	6.12% 3	49
Investigative Procedures	0.00% 0	2.27% 1	2.27% 1	11.36% 5	15.91% 7	20.45% 9	2.27% 1	13.64% 6	15.91% 7	13.64% 6	0.00% 0	2.27% 1	0.00% 0	44
Communications	6.52% 3	17.39% 8	10.87% 5	4.35% 2	6.52% 3	4.35% 2	13.04% 6	10.87% 5	6.52% 3	6.52% 3	2.17% 1	6.52% 3	4.35% 2	46
Wellness Training	5.77% 3	3.85% 2	5.77% 3	9.62% 5	1.92% 1	15.38% 8	7.69% 4	17.31% 9	9.62% 5	1.92% 1	9.62% 5	3.85% 2	7.69% 4	52
Tactical Casualty Care for Law Enforcement	7.84% 4	3.92% 2	5.88% 3	13.73% 7	11.76% 6	3.92% 2	5.88% 3	5.88% 3	7.84% 4	15.69% 8	3.92% 2	7.84% 4	5.88% 3	51
Arrest Control	4.17% 2	6.25% 3	6.25% 3	4.17% 2	16.67% 8	10.42% 5	4.17% 2	4.17% 2	4.17% 2	10.42% 5	12.50% 6	8.33% 4	8.33% 4	48
Driving	1.92% 1	13.46% 7	17.31% 9	5.77% 3	0.00% 0	11.54% 6	5.77% 3	5.77% 3	3.85% 2	9.62% 5	7.69% 4	13.46% 7	3.85% 2	52
Firearms	9.62% 5	11.54% 6	5.77% 3	5.77% 3	7.69% 4	3.85% 2	11.54% 6	3.85% 2	3.85% 2	3.85% 2	9.62% 5	5.77% 3	17.31% 9	52

ADDENDUM 3 - Agency Head Survey
 Part 2 – Section B – Training

#	Other training that should be LESS hours?
1	Community Policing, Traffic Code
2	None should be less hours
3	would not let me mark the rating I wanted
4	These are all important
5	No
6	No, all topics are important
7	opposite of the previous Q. 9
8	Poorly structured question. How do you 'prioritize' topics that you think should have less hours? i.e., it's a double- negative.
9	You can't cut any training hours !!!
10	No less hours
11	I don't believe you go less hours on any of the training listed.
12	diversity training

Q37 Based on industry and emerging trends, are there topics that are under-represented?

Answered: 114 Skipped: 20

	1	2	3	4	5	6	Total	Weighted Average
Professional Competence	36.19% 38	20.95% 22	24.76% 26	11.43% 12	3.81% 4	2.86% 3	105	2.34
Ethical Decision Making	40.37% 44	25.69% 28	20.18% 22	6.42% 7	4.59% 5	2.75% 3	109	2.17
Leadership	27.72% 28	25.74% 26	13.86% 14	20.79% 21	6.93% 7	4.95% 5	101	2.68
Emotional Wellness	28.00% 28	16.00% 16	27.00% 27	9.00% 9	19.00% 19	1.00% 1	100	2.78
Conflict Resolution	34.29% 36	32.38% 34	14.29% 15	12.38% 13	6.67% 7	0.00% 0	105	2.25
Responding to Weapons of Mass Destruction	8.00% 8	12.00% 12	14.00% 14	13.00% 13	16.00% 16	37.00% 37	100	4.28

#	Are there others that we have not identified?
1	physical wellness
2	It would have been helpful if this questions was setup with responses like question 10
3	None that I am aware of
4	Crisis Intervention training should be mandatory
5	Anti bias
6	deescalation
7	Marijuana issues
8	I don't believe any of the topics are under-reporesented
9	Implicit Bias
10	Enviromental crime, procedural justice

Q38 Do you believe there are any counties in Colorado that are under represented in basic peace officer training academies?

Answered: 121 Skipped: 13

Answer Choices	Responses	
Yes	28.93%	35
No	9.92%	12
I don't know	61.16%	74
Total		121

#	If there are under represented counties, which are they?
1	Gunnison
2	The Southwest Colorado academy was originally based in Durango. The academy was moved recently to Montezuma County because of facilities and now there is a push to move the track and shooting range to the same location. La Plata Count is beginning a planning grant to study a public safety training facility. Because Durango and La Plata County are the largest City and County in the region and sit in a better location for students from San Juan and Archuleta County as well as their own community, I believe POST and the State of Colorado should look at the proposed regional public safety training facility in La Plata County and invest in this option. A facility of this nature could also meet the needs of Southwest Colorado Community College and not require significant investment on their part.
3	All small agencies with less than five officers.
4	Rural counties
5	small rural Counties
6	The smaller counties, Ouray for example
7	Fremont
8	Saguache, Rio Grande
9	Many of the smaller counties struggle to recruit officer from the academies because of the misrepresentation of those counties during the academies. Most instructors are from larger agencies and trainees do not get exposure or the smaller agencies are talked down. Everyone represents how great it is to work for a large agency when in fact most agencies in Colorado have less than 40 Officers. It is a struggle based on demographics and smaller agencies having the resources to teach or interact with the trainees.
10	Huerfano. The size of the county and the socio-economic make up.
11	Rural counties - POST caters to large agencies.
12	Kit carson, Cheyenne
13	Summit
14	Rural in general, and POST and SME make it very difficult for a rural agency to even get instructors for academies
15	There are lots of counties that don't have any academies. Not sure what this question is getting at.
16	All of the smaller agencies need to be included in the process more. We get over looked and we end up playing catch up when the deadlines approach
17	Eagle County

**Q39 Which of the following BEST describes
 your organization.**

Answered: 120 Skipped: 14

Answer Choices	Responses	
City, State, Municipal	74.17%	89
Sheriff's Office	24.17%	29
Other	1.67%	2
Total		120

If you marked "Other" please specify
City and County
Federal, DoD

Q40 Annually, how many times a year do you send officers to a basic academy or host your own in-house academy?

Answered: 118 Skipped: 16

Answer Choices	Responses	
Less than once every three years	57.63%	68
Once every three years	5.93%	7
Once every two years	3.39%	4
Once a year	14.41%	17
Twice a year	15.25%	18
Three times a year	3.39%	4
Four times a year	0.00%	0
Five times or more a year	0.00%	0
Total		118

Q41 Annually, how many officers do you send to a basic academy or to your own in-house academy?

Answered: 120 Skipped: 14

Answer Choices	Responses	
I do not send an officer annually	65.00%	78
1-5	23.33%	28
5-10	5.83%	7
10-15	2.50%	3
15-20	0.83%	1
20-25	0.83%	1
25-35	0.00%	0
More than 35	1.67%	2
Total		120

Q42 Do you believe that a training venue can provide effective and meaningful training if they only provide training once a year or less?

Answered: 119 Skipped: 15

Answer Choices	Responses	
Yes	38.66%	46
No	40.34%	48
It depends	9.24%	11
If you have selected "It depends," what do you consider essential factors?	11.76%	14
Total		119

#	If you have selected "It depends," what do you consider essential factors?
1	Quality over quantity, but it would be more difficult to recruit and retain qualified instructors
2	Training would still need to be ongoing throughout the year
3	Depends on the curriculum and the quality of staff providing the instruction
4	Staff skills, class outlines, planning overall competence
5	Instructor/Student ratio, quality instructors, overall organization of the program
6	quality of trainers/curriculum/venue
7	on a course curriculum that is standard for all agencies
8	This question is too ambiguous
9	The quality of the instructor cadre
10	it depends on trainers abilities
11	on instructors
12	Quality is more important than quantity
13	Quality of instructors and by in from agencies
14	how often the training is updated and maintained

ADDENDUM 3 - Agency Head Survey
 Part 2 – Section B – Training

Q43 Please enter any comments or observations you feel might be useful.

Answered: 27 Skipped: 107

#	Responses
1	We conduct regular bi-monthly training (two 4-hour blocks monthly) with in-house instructors in all fields but do not subscribe to the annual academy training philosophy. Officers also regularly attend outside training with POST supplied funding.
2	I fully understand the debate between College Academy programs and Law Enforcement Agency programs. For smaller Agencies, who don't have access or ability to use a regional academy or have our own program, it is much easier for us to recruit out of those programs. We also get a chance to send training officers to teach in those academy, better developing them as instructors, where we would lose that opportunity with a state or regional type academy. I just feel that agencies could be better represented by our SME committees and POST Board, as I mentioned earlier in this survey. Representation equally for Sheriff's Offices and Police Departments, Large and Small, Urban and Rural. Adding input from Administrators and trainers, and limiting SME terms. This would help to improve the POST curriculum, and reduce the "Gridlock" I've witnessed in some of the meetings. This survey is Great, thank you. POST itself is doing a great job and has been extremely helpful.
3	I am looking at starting a reserve officer program through my agency. I would prefer to have this program offered through the local academy rather than committing my own resources. The La Plata County Sheriff's Office is the second largest LE agency on the western slope of Colorado with 136 staff serving 55,000 citizens. The City of Durango is the largest municipality in the region. We are willing to be strong participants in a regionalized training process, but we need the facilities to be located where the population is. We are also are also the most centrally located to support the population in Southwest Colorado. La Plata County is looking at a regional solution; this should be supported by Colorado POST, DOLA, and Southwest Colorado Community College.
4	Most of our applicants and new hires have completed the POST certification training through community college academies. We do send applicants to law enforcement academies, also, but less frequently. For the most part we are satisfied with the training provided by community college academies.
5	P.O.S.T MUST establish a "Revocation Review Board" for poor conduct of peace officers. There must be standards established which require an officer's documented and reported questionable conduct, whether on or off duty to be subjected to a review board for consideration of POST certificate revocation. POST should establish rules and criteria for such documented officer conduct based on factual information requiring agencies to report such conduct to the P.O.S.T Review Board. It should be a priority that POST take the lead on this issue.
6	you are asking small rural Offices to spend money we don't have. Money on Physical and psychological testing. Sound good for larger Offices but kills our budget..
7	Bring back a central police academy for Colorado that only accepts the best and graduates the best. No more puppy mills please.
8	All we have to do is look at what is happening around us. Officers need to be able to speak to people, empathize with them, understand how they influence people, and understand how all the outside stimuli influences them and their decisions. We need officers who have the emotional intelligence to be leaders in the community, who understand when they need to be protectors and when they need to be warriors. These future officers need the training to prepare them to recognize how all of these pieces fit together in our current environment.
9	I believe that POST needs to evaluate the role they play and instead of focusing on being a regulatory agency the focus should be on supporting law enforcement agencies to improve through innovative training opportunities. I also believe that the POST board has lost the balance of weighing the needs of the different types/sizes of law enforcement agencies in Colorado. There seems to be a "one size fits all" approach and this mind set is incredibly ineffective for law enforcement agencies.
10	Make CLETA training to the smaller agencies every couple years or so as many of the agencies don't have a training budget to cover everything as deep as necessary

ADDENDUM 3 - Agency Head Survey
 Part 2 – Section B – Training

11	We rarely use an "academy" as a training source for in-service. All new hires are certification eligible. We do depend highly on POST sponsored training.
12	Although I can't specifically quantify it, I feel a decline in the direction of POST. Part of that is due to legislative mandates beyond the control of POST such as mandatory dog sensitivity training and increasing the size of the board to dysfunctional levels with people who know nothing about our profession. I support the new 24 hours of mandatory training requirements, but the implementation of that rule was confusing and a lot of misinformation was put out. Mr. Baker, who is in charge of that program, was unprofessional and lacked any consideration for customer service.
13	I have seen many examples of "candidates" in a college-based academy who were only attending to accrue credits towards graduation with a degree they either had no intention of using, or had no business being in the law enforcement profession. This is the primary downfall of the college based academy model.
14	The first few pages of this survey felt like my time was being wasted, I am glad it got more substantive. Thank you for seeking our input!
15	Survey was not put together well. Many questions didn't apply.
16	My officers are required to attend certain training to meet POST requirements, but many of the classes are repeat classes on the same information. Let the officers or agency select some other courses that POST will give them credit for. Mandate so many hours of training per year but allow the agency to determine the training that it's members need for the areas that they work in. If the officer is not up to date on his training hours, don't punish the agency, but make the officer accountable in some manner. I don't like to be blackmailed as an agency for what one or two individuals may do or not do. I will make sure that my officer's meet the training standards. We are a small agency with a limited number of staff and it is difficult to get these officers to the training that they are mandated to have because of coverage issues.
17	Basic academies and POST need to have regular communication to ensure training curriculums are up to date and emphasize contemporary standards.
18	My department does not conduct an "annual academy" per se. We train throughout the year.
19	We do not send any officers to the basic academy as do many agencies. This not being an option in the survey points to the lack of understating POST has with the hurdles small agencies face in hiring. My annual training budget is \$8,000. This is for patrol, detention, and civilian staff of 22 total. I, like most agencies depend heavily on the training academies to provide quality trainees who will one day manage our organizations. This is where the failure to have strict requirements in place for every academy creates problems in the hiring process. I, like other agencies, look unfavorable at some of the academies and avoid hiring from them.
20	I found question #2 a little confusing - we do monthly in-service training and utilize our officers as training instructors in the local POST Academy but do not send officers to basic training at the same POST Academy.
21	If it is only once a year instructors loose their skills
22	Colorado needs a single academy to allow agencies to send candidates to front their local area so they can help retain officers, and further education in other areas such as DRE, and allow smaller agencies to have a say in training.
23	I am not familiar with any services POST provides. They dictate training, and provide grant paperwork. The training they dictate we are often behind the curve, due to no curriculum, POST doesn't provide training in those areas often until we are already non-compliant, just not quite sure what is meant by services. We often as rural agencies don't have the ability to send an officer to other areas for training, and when we do it may be one officer, and then we wait for the ability and the training to come back around, in order to send another. We are often under represented in the decision making process, in which decisions are made as to "what is best". What is best for an agency as big as Douglas County, may not be the right decision for Pueblo County, and one for Pueblo may not be adequate for Prowers and one for Prowers may not fit Kiowa. It is not one size fits all, nor is it fair to assume we have the same duties and responsibilities across the board. A deputy in my agency is the traffic cop, the detective, the crime scene tech, the civil process server, the dog warden, etc. A deputy elsewhere may only be a call taker, until the detective arrives, and the crime scene techs show up, all of which have their own times to attend specialized training for each of those task oriented jobs, so we are often forced to choose which task we can send that one deputy who is responsible for all of those things. Just something to keep in mind. Oh and don't forget he still has to do his 40 hours of POST mandated training.
24	Keep focusing on the basics, but current material needs to be added as well
25	none
26	Overall POST has improved significantly over the past 3-4 years and I appreciate being asked about their performance! It is hard to answer the questions about the academy because officer performance is only partially impacted by the training they receive. I think the POST in-service training can be improved by less restrictions and control measures.
27	none

Contact for further discussion

Q45 Would you like one of the IADLEST representatives conducting this review to contact you for further discussion?

Answered: 117 Skipped: 17

Answer Choices	Responses	
Yes, I would like an in-person meeting	0.85%	1
Yes, I would like a telephone call	4.27%	5
Yes, I would like to be contacted via email	12.82%	15
No, I believe this survey has covered my perceptions adequately.	82.05%	96
Total		117

This page intentionally left blank

ADDENDUM 4 – Colorado POST Staff Surveys and Interview Synopsis

Cory Amend

Cory Amend has been with the Colorado POST for one year.

- Mr. Amend has oversight over the operations, programs and staff within the POST.
- Mr. Amend recognizes that POST has a long history of staff turnover, to include the leadership.
- Mr. Amend has identified the lack of standard operating procedures manuals as a liability within his agency.
- Mr. Amend understands the importance of standardizing and professionalizing law enforcement in Colorado.
- Mr. Amend feels fortunate to work with such a committed and dedicated staff within the Colorado POST.
- Mr. Amend feels stressed at work “most of the time” and attributes this to being in a “reactionary” work environment due to lack of staff and resources to adequately perform the job duties in a timely manner.

Cristine Mack

Cristine Mack has been with Colorado POST for 16 years.

- Ms. Mack handles duties relating to reviewing and approving academies and instructors for the Basic Peace Officer Training.
- Due to the number of academies in session during the year, Ms. Mack finds it difficult to perform inspections on the individual academies, the instructors and the curriculum to ensure they are in compliance.
- Ms. Mack identified the lack of staff in this area as a significant factor to the workload which does not allow her to complete the appropriate number of inspections to ensure statewide compliance and quality of instruction for basic peace officers.
- Ms. Mack currently performs both program duties and administrative duties which contributes to her heavy workload.
- Ms. Mack feels stressed at work “most of the time” and contributes this to her overwhelming workload.

Becky Calomino

Becky Calomino has been with Colorado POST for over 3 years.

- Ms. Calomino was hired after the 2011 audit that found the grant funding in need of improvements for fiscal accountability.
- Ms. Calomino handles much of the grant funding review, approval and funding, however several grants have been disbursed amongst the curriculum and training staff who are developing programs in areas such as the marijuana program and the in-service program. This has been problematic because those staff members were hired for their skillset in areas of curriculum and not in the fiscal area.
- Ms. Calomino expressed concern that there are not software resources to ensure fiscal accountability, which will allow tracking, and reporting; this is currently being accomplished by paper records, notations on a “white board” and “Excel” spreadsheets.
- A portion of Ms. Calomino’s tasks include operational expenditures however she does not have access to the agency budget to determine what monies are available.
- A significant concern of Ms. Calomino is that there is no staff to audit the grant funding to ensure it is being used appropriately and she sees this as a liability for the agency. Ms. Calomino advised that the two agencies she was able to audit resulted in significant violations of the grant funding protocols.
- Ms. Calomino recommends the Board become more actively involved in decisions relating to grant awards.
- Ms. Calomino performs not only the duties relating to fiscal management but she also handles matters relating to training; this contributes to her heavy workload.
- Ms. Calomino feels stressed “about half of the time” and contributes this to the overwhelming workload and the knowledge that there is not adequate measures to ensure grant funding compliance.
- Ms. Calomino described her workday as “reactive” and “putting out fires” rather than an efficiently and organized workday.

Stephanie Mackey

Stephanie Mackey has been with Colorado POST almost four years.

- Ms. Mackey provides fiscal support to Ms. Calomino and works with regional and in-service grant funding.
- Periodically Ms. Mackey fills in to proctor Basic Peace Officer examinations.
- Ms. Mackey described her workday as “reactive” and not efficient.
- Ms. Mackey feels stressed “about half of the time” and contributes this to the busy workload.

Lori Jenks

Lori Jenks has been with Colorado POST for four years.

- Ms. Jenks provides administrative support to the Director and to most of the other program areas in the agency; she also handles incoming phone and email inquiries.
- Ms. Jenks handles accounts receivable, the VIN certification and Tom Mullen's phone calls and emails when he is out of the office.
- Ms. Jenks identified the need for better communications with the constituents and seeks more effective methods to communicate and provide education on training and grant funding.
- Ms. Jenks feels stressed "about half of the time" and contributes this to the high workload.

Carolyn Berry

Carolyn Berry has been with Colorado POST for 18 months.

- Ms. Berry handles the Marijuana Program, the Oral Fluids Pilot Program, the SFST Program and the School Outreach Program and online learning programs.
- Ms. Berry also handles fiscal responsibilities relating to some of these programs; this is not her area of expertise but she is learning this skill set and recognizes that if she did not have the fiscal tasks she could focus more on the job she was hired to do.
- Ms. Berry recognizes that she and other POST staff need training in ACADIS, a computer software program that tracks certified staff and training hours.
- Ms. Berry works directly with Bob Baker in curriculum development and contributes their collective success to the skills set each of them bring to the team.
- Ms. Berry expressed concern that they do not have the time to see how the training is being conducted once they have developed it.
- Ms. Berry feels stressed “about half of the time” and directly contributes this to the significant workload.

Tom Mullen

Tom Mullen has been with Colorado POST for four years.

- Mr. Mullen handles officer certification that includes ensuring established criteria is complete prior to issuing certifications. Mr. Mullen reviews out-of-state training records for equivalency and for provisional certification.
- Mr. Mullen handles officer decertification that includes tracking court records for a final disposition on an established list of mandatory disqualifying crimes. If there is a mandatory disqualifying conviction, Mr. Mullen mails form letters explaining the subsequent process, as outlined by rule.
- Mr. Mullen makes recommendations to the Director on any variance or exemption.
- Mr. Mullen proctors academic examinations, which includes preparing an electronic tablet and using ACADIS to access the exam prior to the exam and being present while the exam is being taken. Currently the grant administrative assistant is his backup for this task.
- Mr. Mullen oversees a “test-out” examination however; it is the Subject Matter Experts in the particular skill being tested who determine competence of the individual taking the test.
- A part of Mr. Mullen’s job is to train staff and constituents on the use of the ACADIS system.
- A significant portion of Mr. Mullen’s job includes administrative duties relating to certification and decertification.
- Mr. Mullen feels stressed “once in a while” and attributes this to his workload.

Arial Kiskiras

Arial Kiskiras has been with Colorado POST for two years.

- Ms. Kiskiras handles administrative tasks primarily for the In-service and Special Projects staff.
- Ms. Kiskiras maintains the POST website and has developed its training calendar which she keeps up-to-date.
- Ms. Kiskiras provides technical assistance and guidance to users of the POST portal and website.
- Ms. Kiskiras handles meeting management and assistance for POST events.
- Ms. Kiskiras assists Mr. Mullen with data entry of appointment and separations in ACADIS.
- Ms. Kiskiras assists constituents on the phone with training and certification questions.
- Ms. Kiskiras feels stressed “about half of the time” and attributes this to her workload.

Bob Baker

Bob Baker has been with Colorado POST for 18 months.

- Mr. Baker handles the curriculum research and development for in-service training.
- Mr. Baker handles development of web-based training with an emphasis on supporting small and rural communities.
- Mr. Baker ensures officer and agency compliance with legislatively mandated in-service training.
- Mr. Baker also handles fiscal responsibilities relating to the in-service program; this is not his area of expertise but he is learning this skill set and recognizes that if he did not have the fiscal tasks he could focus more on the job he was hired to do.
- Mr. Baker works directly with Ms. Berry in curriculum development and contributes their collective success to the skills set each of them bring to the team.
- Mr. Baker recognizes the need to inventory equipment purchased with grant funds to ensure where it is and that it is being used for the intended purpose sought in the grant funding.
- Mr. Baker expressed concern that he does not have the time to see how the training was being conducted after he developed it.
- Mr. Baker is the liaison with the Subject Matter Expert curriculum committee.
- Mr. Baker is the liaison with the training districts and POST.
- Mr. Baker feels stressed “once in a while” and contributes this to the workload.

IADLEST Auditor Biographies

David L. Harvey

Mr. Harvey began his law enforcement career in 1980 with the City of Garden City, Michigan after serving three years as a Military Police Officer in the US. Army. He held the ranks of Patrol Officer, Detective Sergeant, and Lieutenant. In 1999, Mr. Harvey was appointed Chief of Police where he served until his retirement in 2004.

In late 2004, Mr. Harvey became the City Manager of Garden City where he served until September of 2010. Mr. Harvey then accepted an appointment as the Executive Director of the Michigan Commission on Law Enforcement Standards (MCOLES) where he currently serves. In addition to this, Mr. Harvey presently serves as an adjunct professor of criminal justice at Madonna University. Mr. Harvey received his Bachelor of Science degree at Madonna University, and he earned a Masters Degree in Public Administration at the University of Michigan, Dearborn.

Mr. Harvey also serves as the President of the International Association of Directors of Law Enforcement Standards and Training (IADLEST). In this capacity, Mr. Harvey has been asked to consult with law enforcement in several countries, including most recently with Lagos, Nigeria. The focus of Mr. Harvey's consultation is in organizational restructuring logic, industry best practices and emerging public safety trends.

Theresa M. King

Ms. King has served as a police officer for over 37 years. Ms. King began her career with the Seattle Police Department where she served as a Patrol Officer, Detective and Sergeant.

For the past 20 years Ms. King has served with the Oregon Department of Public Safety Standards and Training (DPSST). DPSST provides training for all Oregon public safety disciplines. At DPSST, Ms. King has served as the Academy Training Manager for the state-mandated classes of Basic Police, Basic Corrections, Basic Parole and Probation, Basic Telecommunications and Emergency Medical Dispatch and leadership classes that include Supervisory and Middle Management.

Ms. King has also served in the Professional Standards Division as the state's Investigator for officer misconduct investigations and was the author of the Oregon Ethics Bulletin for several years. Over the past several years, Ms. King has served as the agency's Auditor for officer and agency training and compliance matters. Ms. King also conducts the Job Task Analysis for all public safety disciplines in Oregon.

Resources

- Colorado Revised Statutes
- Colorado Administrative Rules (Colorado POST Rules)
- Colorado POST website: <http://www.coloradopost.gov/>
- Colorado POST Manual (2015)
- Colorado POST Job Descriptions
- A History of Colorado POST (Peace Officer Standards and Training) Brenda Dryburgh
- Peace Officer Standards and Training Grant Program Guidelines for Colorado POST Grant Recipients (2014)
- Legislation Concerning POST – Reference (2015) Cristine Mack
- Colorado POST Program (2011) Judicial Department Internal Audit Unit
- Colorado POST 2013 – 2016 Strategic Plan