



MAY 2022 | VOL 2 ISSUE 3

# THE POST DISPATCH

THE LATEST NEWS AND UPDATES FROM  
COLORADO POST

LETTER FROM THE DIRECTOR

## Law Enforcement Training Academies Redesign

While law enforcement training academies (LETAs) are doing a good job at training future Colorado peace officers, we could always improve. To ensure that peace officers are better prepared for the realities of duty in the field, POST has started a long-term project to completely redesign LETAs across the state. We know that lecture style isn't the most effective way to teach adult learners. Instead, we would like to transition to facilitated discussions and problem-based learning, in order to develop critical thinking skills and get the recruits more involved, which will help increase knowledge retention. Following up each classroom topic with scenario, designed to mimic the complex realities in the field, will give recruits much needed exposure to situations they may encounter before actual lives are on the line. As recruits progress through the academy, these scenarios will become more complicated, building on all of the previous portions of the academy. There is a lot more to this project, but our editor has told me that the Dispatch can't handle a 50-page dissertation.

*Editor's Note:* Very true, so please reach out to [erik.bourgerie@coag.gov](mailto:erik.bourgerie@coag.gov) and he will be happy to discuss LETAs redesign with you.



### What can you do to help this project?

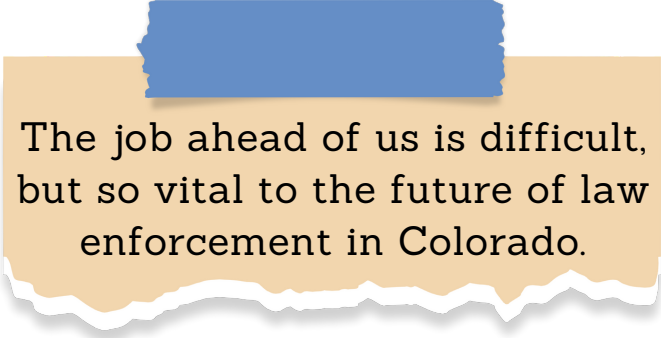
The first, and absolutely necessary, step is the completion of a Job Analysis to provide a scientific basis for what should be taught at the basic LETAs. This Job Analysis will identify specific job tasks, knowledge, skills, abilities, and other characteristics (KSAO's), along with associated competencies, that entry-level peace officers need to succeed. National best practices say that a Job Analysis should be conducted every three to five years. The last statewide Job Analysis I have been able to find is from the late 1970's.

Our statewide Job Analysis has been underway for a couple of months. So far, the vendor, Talogy, has completed ride alongs in each of our geographic regions, hosted online sessions with law enforcement subject matter experts (SMEs)

on the task list and KSAO's, and online community feedback sessions, both again by geographic region.

Now it is YOUR opportunity to provide feedback. You should receive an email at the email address on your [Benchmark](#) profile. When you click on the link, you will be automatically directed to one of three subsets of the overall survey. It should take you about 30 minutes to complete. It is vitally important that we get as many thoughtful responses as possible, to ensure we have a representative sample of responses from every portion of our state and from all agency sizes. **These survey responses will directly impact what will be taught in our future academies!**

Secondly, in October or November, we will be forming Curriculum Development Committees (CDCs) to develop the actual curriculum for the LETAs. We will be looking for SMEs, line staff, supervisors, FTO/PTO's, command staff, and community members, from all over Colorado, to work on this task.



**The job ahead of us is difficult, but so vital to the future of law enforcement in Colorado.**

We don't have the details worked out yet, such as frequency or duration of meetings, but we do expect this redesign project to take between 3 and 5 years. I know this sounds daunting, and it is, but if you are interested in advancing our profession and ensuring our new peace officers are truly

ready to serve their communities, then this is the project for you! Again, If you are interested in serving on a CDC or would like to get involved in other ways, please let me know.

*ATTORNEY GENERAL PHIL WEISER'S REMARKS*

## **Senate Bill 22-005 Doubles the Funds To Support Mental Health Services for Peace Officers**

During my time as Chair of the POST Board, I have witnessed and discussed the tremendous mental health toll confronting our peace officers. The tragedies they see and experience are unimaginable to most Coloradans, resulting in direct and vicarious trauma.

One police chief shared a story with me that happened early in her career that resulted in the death of a driver at an overpass in her jurisdiction. Years later, she discovered that she had been unconsciously avoiding that overpass ever since, sometimes taking longer routes to respond to a call for service, so she doesn't have to relive the trauma of that tragic and fated night. This is just one example of the weight our peace officers carry every day from the trauma they regularly experience during their careers.

According to the Centers for Disease Control and Prevention, peace officers are **54% more likely to die by suicide** — and suicide is the second leading cause of deaths among peace officers, just behind

COVID-19. The Invisible Wounds Project determined that **one in four** peace officers suffers from post-traumatic stress disorder.



We must do better to protect the mental health of our peace officers — not only to support them, but help them effectively serve our communities. Mental health resiliency is essential for peace officers to keep fighting crime and violence. It strengthens peace officers' ability to prepare for, recover from, and adapt to stress and adversity. In addition, taking care of peace officers' mental health may prevent burn out and improve retention.

That's why our department worked with former sheriff and current State Senator John Cooke, State Senator Jeff Bridges, State Representative Dylan Roberts, and State Representative Dan Woog to craft legislation that significantly increases available funds for law enforcement agency peace officer supportive services. Senate Bill 22-005 more than doubles the funds and updates the peace officer mental health grant program. This grant can be used for hiring behavioral health professionals, developing a remote network to provide behavior health counseling or therapy, and improving access to peer support programs, among other things. Agencies can also apply for

resources to invest in tools and programs to help peace officers manage the stressors that accompany their work.

This bill alone won't address all of the need in the state, but it's a major step forward in developing promising mental health practices. POST team will continue to provide the information on how agencies can benefit from this opportunity and will keep wellness issues in mind as they work on the basic academy curriculum redesign.

#### COMPLIANCE

## Out and About

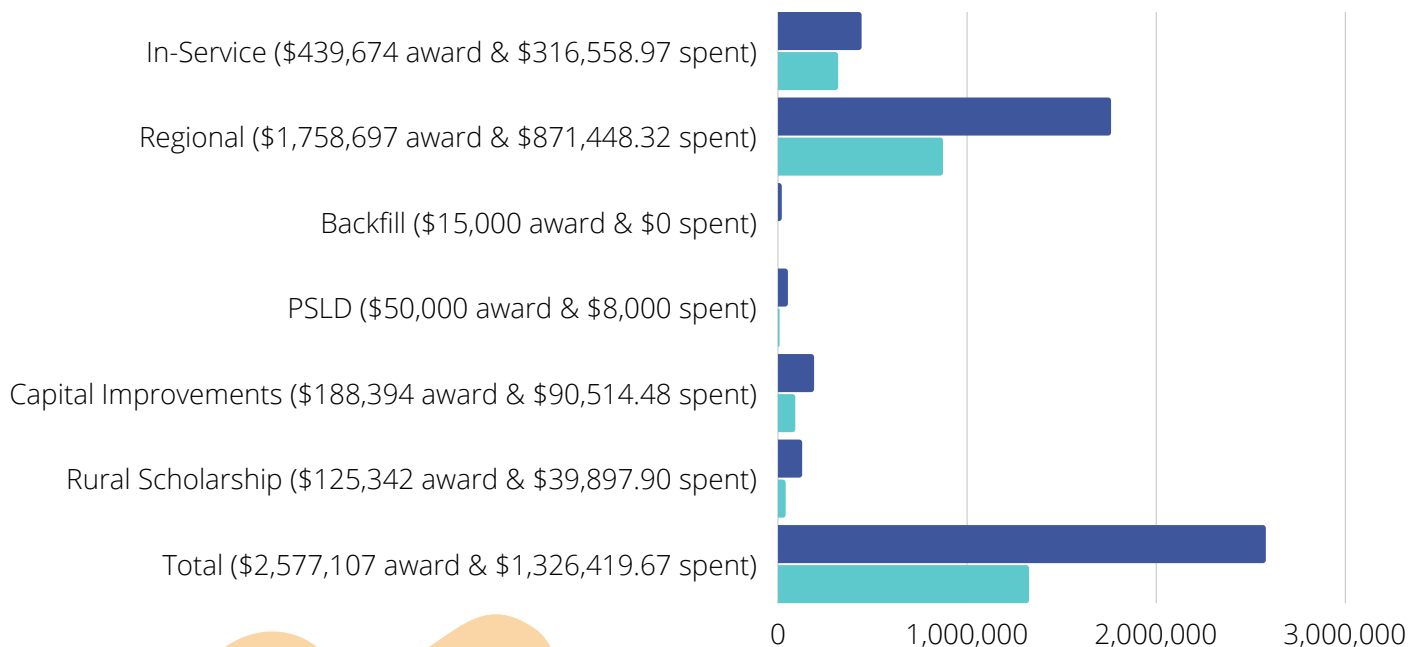
Compliance is on the road again, traveling for test-outs and inspections all over Colorado. On March 23rd the team hosted a bi-annual Academy Director's meeting and had an impressive attendance, both in person and virtually.

Compliance has helped their SME volunteers conduct eight announced inspections, one unannounced inspection and one audit. Compliance also helped coordinate for the Chair of the POST Curriculum SME Committee Janet Larson to conduct three lesson plan workshops to assist academy directors and instructors for upcoming academy reapplications.

Soon Compliance will be implementing the NEW reapplication process for existing academies. Please visit the [POST website](#) or [contact one of our compliance staff](#) for more information if needed. The POST test is back in person and with academy graduation coming up, Compliance is preparing to proctor over 20 exams in May. Keep up the good work!

## FY22 Grant Funding to Date

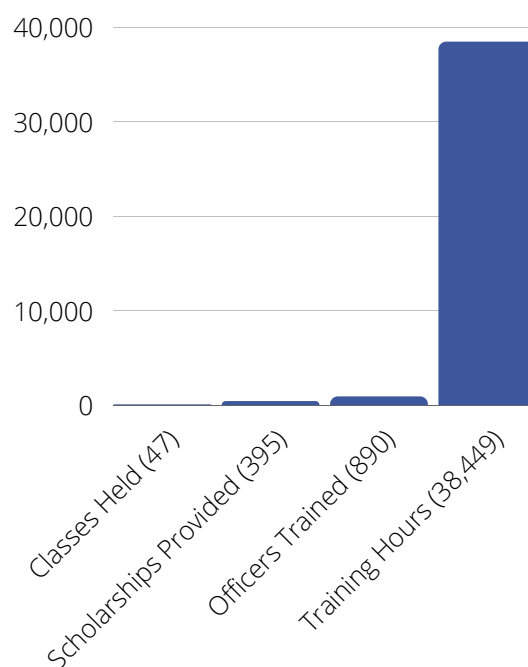
Between all grant programs, 51.47% has been expended to date for the FY22 grant year which began July 1, 2021.



**POLICEONE  
ACADEMY**

**79,109**

**OFFICERS HAVE  
COMPLETED THE COURSES  
TO DATE, TOTALING IN  
93,852 HOURS.**



POST grants staff has processed 13 purchase orders to date for the Rural and Small Academy Scholarship Grant Program. Six cadets have completed the academies and payment has been processed to the

agencies for these individuals. We have three agencies that need to submit their requests to us by June 15th pending the cadet academy completions. POST grants staff has reimbursed a total of

\$8,000 to date for law enforcement individuals to attend DU's Public Safety Leadership Development course. This represents four officers who have completed the course. Several more scholarships are pending reimbursement for those scheduled to attend the trainings in May and June 2022.

POST grant staff has reimbursed a total of \$90,514.48 of the \$188,394 which was awarded for the FY22 Capital Improvement Grant Program. All reimbursements must be submitted to POST by June 15th (for processing by June 30th), however, we would greatly appreciate submissions earlier than this to avoid year-end overload. The Grant's team is gearing up for the next round of grant applications. Grant applications were accepted from March 1 – 31st, 2022 for the Capital Improvement, In-Service, Regional, and Rural and Small Agency Academy Scholarship programs. The POST Grant Subcommittee met on April 27th to review the grant applications and final funding decisions will be made at the June 3rd POST Board meeting.

#### TRAINING

## § 24-31-315, C.R.S. Expiration

The § 24-31-315, C.R.S. training requirement expiration is fast approaching for all POST certified Law Enforcement officers in Colorado.

In 2017, all Colorado Peace Officers were required to complete the initial four statutorily mandated trainings: Anti-Bias, Proper Holds and Restraints, Community

Policing/Community Partnership, and Situational De-escalation. Peace officers then had five years to complete those trainings again. During this subsequent five-year training cycle, peace officers had to complete four hours of Anti-Bias, four hours of Proper Holds and Restraints, two hours of Community Policing/Community Partnerships, and two hours of Situational De-escalation. This 5-year cycle begins anew whenever the entire cycle is completed.



**Pursuant to § 24-31-315, C.R.S., certified peace officers who do not complete the mandatory courses by June 30, 2022, shall have their POST certification suspended until those courses are completed!**

If your certification is suspended, you shall not perform any law enforcement duties. If POST finds that you engaged in law enforcement duties, such finding may constitute a basis for the Attorney General to impose a fine or other administrative sanction pursuant to POST Board Rule 31. Once the training is complete and reported to POST your certification will be reinstated

## QUESTIONS?

Contact Training Manager  
[robert.baker@coag.gov](mailto:robert.baker@coag.gov)



## Work With the U.S. Center for SafeSport To End Abuse Among Athletes

Founded in 2017, Denver-based nonprofit, the U.S. Center for SafeSport (the Center), responds to and prevents emotional, physical, and sexual misconduct and abuse in the U.S. Olympic and Paralympic Movement (the Movement). It also serves as an educational resource for sports organizations of all levels, from recreational sports to professional leagues.

The Center receives reports of abuse and misconduct affecting individuals in the Movement. A Center administrative investigation may sometimes parallel a law enforcement criminal investigation into the same matter. Additionally, the Center makes mandatory reports of child abuse.

The Center is in regular contact with law



enforcement and state child welfare offices, responding to requests for information whenever they arise.

Certain temporary measures and sanctions of Adult Respondents are posted on the Center's public [Centralized Disciplinary](#)

[Database](#). Center sanctions can range from a written warning to permanent ineligibility from participating in the Movement.

The Center hopes to develop strong and productive relationships with law enforcement as more professionals learn about its work. Some of their staff have a law enforcement background themselves. The Education & Outreach team offers



resources to help better understand what the Center does and how to partner with it.

You can connect with them by:

- Calling: 720-531-0344
- Emailing [resolutions@safesport.org](mailto:resolutions@safesport.org)
- Contacting [Patrick Caldwell](#) to request a virtual or in-person training.
- Reporting abuse and misconduct inflicted on, or by, someone in the U.S. Olympic and Paralympic Movement through our [Report a Concern portal](#) or by calling 833-5US-SAFE (587-7233; staffed 8 am–4 pm MT weekdays, with voicemail available 24/7)

The Center looks forward to serving to the public good together!



# Chief Chris Heberer: Fountain Police Department's Philosophy on Leadership, Training and Organization Culture. Part I

I hope this finds everyone healthy and in good spirits. 2021 brought some unique challenges to law enforcement across the country, with COVID-19 still impacting how we operate as a police organization: from staffing models to our lives and lives of citizens we all serve.

**What is leadership?** We could look up the definition or assume that it's just influence, but at Fountain Police Department we believe that leadership is one of the most important ingredients in empowering our organizations during critical times.

My experience as a retired Army officer is what has shaped my views on leadership over the years. Becoming a law enforcement executive has uncovered the blind spots, encouraging me to take a deeper dive into a different question: **What is good**

**leadership?** I discovered that it's a life-long journey, during which we get to work with others to achieve great things together.

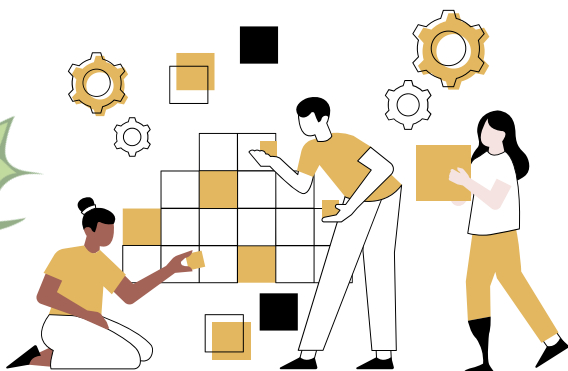
Broken down into numbers, leadership is 40% of caring about your people while still holding them accountable. In today's world, the two go hand in hand. However, the bigger the organization, the more it struggles with the caring part.

In small to medium organizations, you can get to know your folks, their families, their dreams and challenges. In larger ones, you have to acknowledge the fact that you can only role model this attitude of caring to your direct subordinates and set the conditions for a similar support of their subordinates.

The next 30% of leadership is developed over time. Some of the best practices come with experience, including failures. In those instances, leaders must have the moral courage to look into the mirror and learn the lesson first. Leaders should also learn continuously by reading, attending appropriate classes and acting on any educational opportunity they can.

Another 10% is luck, so to speak. Sometimes you get it right, sometimes you don't. Small portions of our careers and personal lives will be determined by things out of our control - we just have to let it be.

The last 20% is the skills you were born with. You need to maximize the strengths at the very best of your ability and work on improving the other areas by surrounding yourself with people, who are natural at it. Generally, if your people know your heart is in the right place, they will give you a fair pass when you fail. One of my subordinates recently said, "Chief, most people just want to come to work, feel valued, feel like they got a fair shake and, especially with today's



young people, they got to make their department, city and or job just a little bit better." This understanding is essential in the hiring and retention process. We must see the world from different perspectives.

**Why is culture important and is it an extension of our leadership?** We often feel that culture and leadership are connected, supporting one another. When you have good organizational culture, you usually find a high-functioning leadership team. The reverse is also true in most cases...

Interested to learn more about leadership, culture and training from a law enforcement viewpoint? Part 2 of this article will be published in the next newsletter.

#### POST BOARD HIGHLIGHTS

## March 10 & 11 Sessions

The POST Board held a Work Session on March 10, and a Board Meeting on March 11. Some of the items the Board has discussed during these meetings are: the recommendations from the Commission on Improving First Responder Interactions With Persons With Disabilities in the areas of Basic Academy and In-Service curriculums, Rule 28 changes, 2021 annual report, elevation of professional training opportunities, as well as legislative updates and academy redesign. At the Board

meeting, the Subject Matter Expert Committees (SMEs) presented their reports. The committees continue their great work across the state and are shifting to meeting in person on regular basis again. Because of the need to accommodate hybrid-type meetings and to increase participation, the Board allowed SMEs to meet on a more flexible schedule.

The POST Board revoked five certifications for felony convictions, two for misdemeanor convictions, and one certification for untruthfulness.

The Board also voted to re-select Sheriff Spurlock as Vice-Chair and approved changes to Rules 5 and 7 as proposed. In December 2021, the POST family lost a member and a dear friend, Dan Griffin, who worked in Training unit. Dan was a true public servant, and will be greatly missed. To recognize his loss, the Board held a moment of silence. Please do the same when your time allows, especially if you had the opportunity to work with Dan.



**FOR NEWSLETTER  
INQUIRIES**

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