



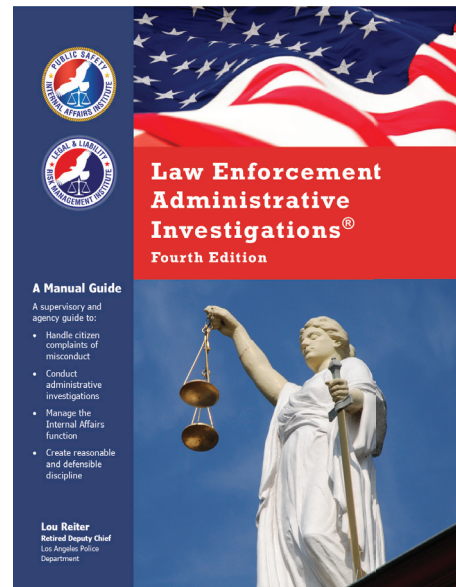
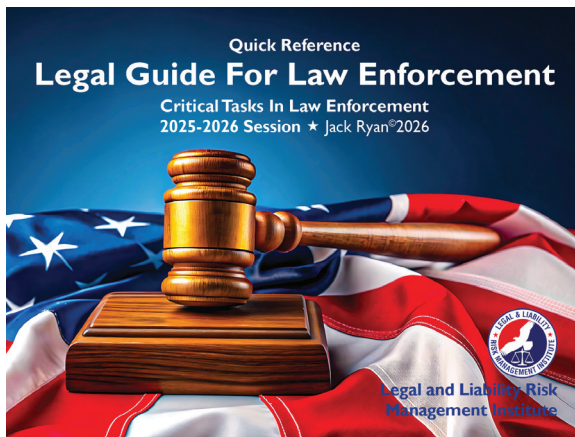
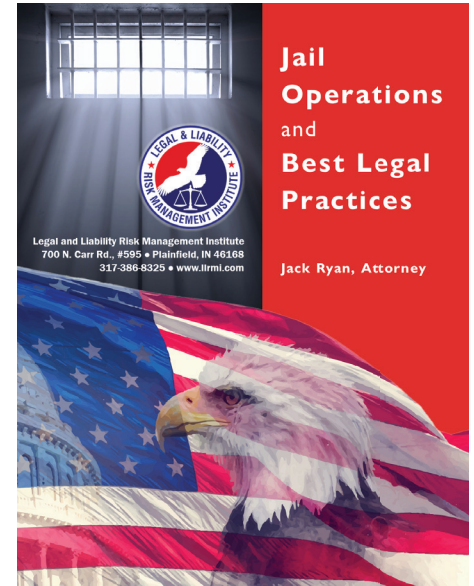
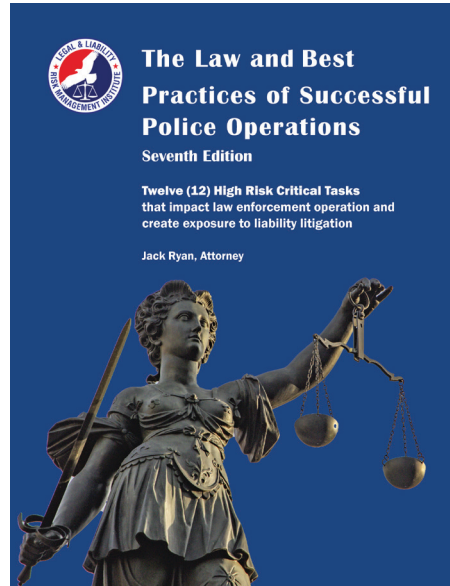
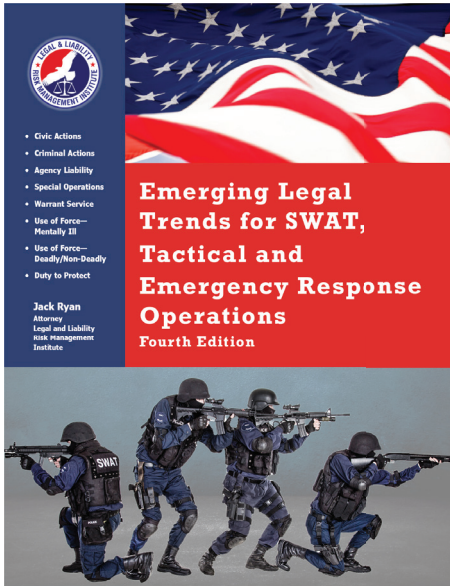
Legal and Liability Risk Management Institute

2026-27 Training Catalog

Investigations ★ Leadership ★ Special Operations
Interview ★ Legal ★ Jail
Digital Forensics ★ Courts ★ Certifications



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Legal and Liability Risk Management Institute

2026-27 Training Catalog

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INVESTIGATIONS

2.5 Day Homicide Investigations, Tactics and Procedures

Instructor: Bob Lowery

Course Overview

This two-and-a-half-day training is designed for detectives and investigators specializing in homicide and crimes against persons. The course provides a structured, step-by-step approach to homicide investigations, beginning with the initial call and extending through crime scene management, evidence handling, suspect development, and case preparation for court.

Participants will gain critical insights into homicide classifications, offender motivations, suicides, equivocal or staged death scenes, and “no body” prosecutions. Special attention will also be given to investigating unidentified human remains.

The program emphasizes proper documentation, report writing, courtroom preparation, and effective collaboration with coroners/medical examiners and prosecutors. Additionally, participants will explore the latest investigative tools and technologies, including advanced cell phone analytics, data management, and the impact of social media on modern investigations.

Course Objectives

By the end of this training, participants will be able to:

- ★ Apply core principles of crime scene management
- ★ Work effectively with the coroner/medical examiner
- ★ Understand the role of the prosecutor/district attorney in homicide cases
- ★ Initiate and structure homicide investigations
- ★ Document cases with precision and clarity
- ★ Identify, develop, interview, and interrogate suspects
- ★ Utilize emerging technologies in homicide investigations
- ★ Prepare and present cases for court
- ★ Analyze and revisit unsolved cases

3-Day New Detective and New Criminal Investigator: Techniques, Procedures and Case Management

Instructor: Bob Lowery

Course Overview

This training is designed for newly assigned detectives and criminal investigators, providing a comprehensive overview of investigative techniques and steps necessary to handle a wide range of criminal incidents. Whether the case involves homicide, child death, sexual assault, property crime, or financial crime, participants will learn to apply core investigative principles and strategies that lead to successful case resolution.

Key topics include:

- Scene preservation and evidence recognition
- Application of 4th Amendment issues in investigations
- Identification, collection, and preservation of forensic and physical evidence
- Proper methods for seizing and securing evidence for laboratory examinations and database searches

By the end of this course, participants will understand how to effectively gather, analyze, and document information to identify responsible individuals and support successful prosecutions.

Course Objectives

Upon completion of this training, participants will be able to:

- ★ Apply both **traditional and modern investigative techniques**, balancing the use of technology (internet, communications, smart devices, surveillance cameras, databases, social media) with proven methods such as neighborhood canvassing, lead development, face-to-face interviews, and behavioral analysis.
- ★ Recognize the **vital importance of comprehensive reporting**, ensuring that all facts and circumstances are clearly and accurately documented for prosecution and case review.
- ★ Demonstrate proficiency in core investigative skills, including:
 - ◆ Interview and interrogation techniques
 - ◆ Report writing
 - ◆ Search and seizure practices
 - ◆ Application of 4th Amendment considerations
 - ◆ Crime scene management and suspect development
- ★ Stay current with **emerging science and technology**, including laboratory advancements, data management tools, and cutting-edge forensic methods such as genetic genealogy.

5-Day Homicide and Death Investigation

Instructors: Multiple

Course Overview

This five-day program equips investigators with the knowledge, skills, and strategies necessary to conduct thorough homicide and death investigations with prosecutorial merit. Participants will also gain the ability to properly recognize and investigate other forms of death, ensuring cases are resolved successfully.

The course begins with an interactive case review, where students analyze evidence, discuss observations, and determine whether the case should be classified as an accidental death, suicide, or homicide.

Attendees will follow a structured, step-by-step process for investigating high-profile and complex cases, including multiple homicides, violent crimes against vulnerable populations, unexplained missing children and abductions, and sexual assaults. Each section incorporates real-world case studies to emphasize investigative strategies and highlight lessons learned.

In addition, participants will explore cutting-edge investigative tools and methods, such as forensic genealogy, DNA phenotyping, data analytics, cell phone forensics, and the evolving role of social media. Special focus will also be given to the unique challenges of sexually motivated child abductions, unidentified human remains, “no body” prosecutions, and managing investigator wellness and stress.

Course Objectives

Upon completion of this course, participants will be able to:

- ★ Apply the three basic steps of homicide investigations: **crime scene response, follow-up, and courtroom preparation**
- ★ Investigate a wide range of death classifications, including:
 - ◆ Suicides
 - ◆ Equivocal deaths
 - ◆ Autoerotic deaths
 - ◆ Non-vehicular deaths
 - ◆ Unattended natural deaths
- ★ Manage major case investigations through a **10-step structured process**
- ★ Utilize advanced technologies and techniques, including:
 - ◆ Forensic genealogy and DNA advancements
 - ◆ Data management and analytics
 - ◆ Cell phone analytics
 - ◆ Social media exploitation in investigations
- ★ Address the complexities of:
 - ◆ Sexually motivated child abductions and homicides
 - ◆ Cases involving unidentified human remains
 - ◆ “No-body” homicide prosecutions
 - ◆ Special search considerations and victim-centered issues
- ★ Strengthen skills in case documentation, report writing, and effective court presentation
- ★ Recognize and address the impact of stress and wellness challenges on investigators

5-Day New Detective and New Criminal Investigator “Tactics, Techniques, Procedures and Case Management”

Instructors: Bob Lowery, Mike Fallon, Joe Rauch and Glenn Bard

Course Overview

This five-day training is designed to provide newly assigned detectives and criminal investigators with the tactics, techniques, and procedures essential for conducting effective investigations. Regardless of the type of case – whether property crimes, violent offenses, or complex investigations – the same core investigative fundamentals apply.

Through practical instruction and case-based discussions, participants will learn how to strengthen investigations by collecting evidence properly, analyzing crime scenes, identifying eyewitnesses, conducting suspect interviews, and documenting evidence in a legally sound manner. Emphasis will be placed on building cases with circumstantial evidence, witness statements, and admissions from defendants while safeguarding constitutional protections to ensure admissibility in court.

The course also prepares investigators to manage the overall direction of cases, ensuring accountability, accuracy, and integrity throughout the investigative process. Special focus will be placed on common pitfalls, emerging forensic tools, and the importance of investigator resiliency and wellness in a demanding profession.

Course Objectives

By the end of this course, participants will be able to:

- ★ Recognize the **critical role of the first responder** in preserving evidence and setting the tone for the investigation
- ★ Avoid common traps and pitfalls in criminal investigations
- ★ Apply proven methods for **interviewing and interrogating suspects**
- ★ Conduct **crime scene analysis** and utilize investigative techniques effectively
- ★ Investigate **property crimes**, including burglary and robbery
- ★ Apply best practices for **eyewitness identification**
- ★ Navigate legal issues related to the **4th, 5th, and 6th Amendments**
- ★ Strengthen **report writing and case documentation** skills
- ★ Manage cases from initiation through resolution
- ★ Prepare cases effectively for court presentation
- ★ Investigate **rapes and sexual assaults** with sensitivity and precision
- ★ Identify, preserve, and analyze **electronic and digital evidence**
- ★ Incorporate **new advancements in DNA searches** into investigations

5-Day Use of Deadly Force and Officer Involved Shooting

Instructors: Jack Ryan and Jerry Rodriguez

Course Overview

This five-day program prepares law enforcement officers and instructors for the complexities of use-of-force incidents, including officer-involved shootings (OIS). The course emphasizes the current legal landscape, community expectations, and best practices for maintaining officer and public safety.

Specifically designed for use-of-force instructors, this course equips participants to transfer knowledge to the officers they train, enhancing understanding of the law, decision-making, liability exposure, and ethical application of force. While many officers and trainers are skilled in the “how to” of force deployment, this program emphasizes the critical question of “**when to use force**” in alignment with constitutional standards and landmark cases such as *Graham v. Connor*.

Participants will gain knowledge in both investigative and operational aspects, including lethal and less-lethal force incidents, in-custody deaths, and post-incident management. The program underscores the importance of integrity, accountability, and thorough investigative procedures to protect officers, departments, and communities.

Course Objectives

Upon completion, participants will be able to:

- ★ Understand the profound impact of officer-involved shootings on agencies, employees, and communities
- ★ Recognize the intense scrutiny and potential criminal or civil liability associated with use-of-force incidents
- ★ Prepare law enforcement agencies and investigators for OIS and in-custody death investigations
- ★ Apply investigative protocols to all law enforcement use-of-force events, including lethal and less-lethal force, hits and non-hits
- ★ Conduct investigations that adhere to industry standards and maintain the integrity of the process
- ★ Develop knowledge and skills necessary for leading and managing OIS investigations
- ★ Implement best practices in decision-making, documentation, and courtroom preparation
- ★ Equip trainers to effectively convey legal, tactical, and ethical considerations to the officers they instruct

Burglary and Robbery Investigations for New Detectives and New Criminal Investigators

Instructor: Jonathan Pelletier

Course Overview

This practical two-day course equips new detectives and criminal investigators with the skills, techniques, and strategies necessary to improve clearance rates in burglary and robbery cases. While statistics show that fewer than 15% of burglaries and fewer than 25% of robberies result in an arrest, this course demonstrates how the careful application of best practices can significantly increase investigative success.

Participants will learn practical approaches to conducting initial victim, witness, and suspect interviews, as well as proper crime scene management and evidence collection techniques. The course emphasizes understanding the capabilities and limitations of modern forensic labs, while also exploring advanced technology and investigative resources that can expedite case resolution.

Day One – Robbery Investigations

Participants will focus on robbery investigations, whether responding as the first officer on scene or leading the case as a supervisor. Real-life case studies will illustrate how early information gathering, prioritization of deliberate investigative actions, and the use of tools such as video surveillance, cell phone tracking, NCIC queries, and robbery pattern analysis can improve outcomes. Attendees will learn practical techniques to enhance investigative efficiency and success.

Day Two – Burglary Investigations

The second day focuses on burglary investigations, encompassing both residential and commercial burglaries. Using a combination of advanced technology and proven investigative methods, participants will explore strategies to increase case solvability. Interactive case-based exercises will engage attendees in analyzing challenges, sharing observations, and applying best practices in real time. The course also highlights burglary pattern analysis, video surveillance, cell phone tracking, and resources from outside agencies.

Course Objectives

By the end of this course, participants will be able to:

- ★ Conduct compelling initial interviews with victims, witnesses, and suspects
- ★ Apply early considerations and deliberate actions to maximize investigative success
- ★ Utilize modern lab capabilities and advanced technology in investigations
- ★ Incorporate video surveillance, cell phone tracking, and NCIC queries into casework
- ★ Analyze robbery and burglary patterns to identify trends and connections
- ★ Utilize outside agency resources to support investigations
- ★ Apply both traditional and innovative investigative techniques to solve cases effectively

Death Investigation for the First Officer and/or Supervisor on the Scene

Instructor: Bob Lowery

Course Overview

Many law enforcement agencies lack a dedicated death investigation unit, requiring uniform officers and supervisors to assume greater responsibility at death scenes. This two-day training provides first responders and supervisors with the knowledge, skills, and procedures necessary to conduct thorough initial and follow-up investigations into deaths.

Through a combination of lectures, case studies, and practical guidance, participants will gain an understanding of postmortem changes, scene management, legal considerations, and investigative techniques applicable to all types of death investigations. The course also addresses high-profile and complex cases, such as officer-involved shootings and in-custody deaths.

Course Objectives

Participants will learn to:

- ★ **Recognize and interpret postmortem changes**, including Livor Mortis, Rigor Mortis, Decomposition, Cadaveric Spasm, Algor Mortis, and Tache Noire, while distinguishing between cause and manner of death
- ★ **Secure and manage the scene** with attention to 4th Amendment issues, scene control, and exigency
- ★ **Handle initial procedural challenges**, including observation, documentation, and Miranda considerations, especially when a dedicated investigator is not present
- ★ **Investigate natural deaths**, including sudden unattended deaths, autopsy considerations, family interviews, medications, activity before death, personal history, and cultural/religious factors
- ★ **Notify next of kin** appropriately and timely, including guidance on location and communication methods
- ★ **Examine potential suicides** by evaluating methods, written/unwritten notes, trauma types, family concerns, motivations, insurance, and civil implications
- ★ **Investigate non-vehicular accidental deaths** such as plane crashes, auto-erotic deaths, and natural disasters, including unique challenges and delayed investigations
- ★ **Manage officer-involved shootings and in-custody deaths** by understanding case law, subject and witness officer rights, and Garrity considerations
- ★ **Apply current trends and best practices** relevant to death investigations, court testimony, and investigative techniques

Death Investigation: Cause, Manner and Mechanism of Death and the Investigative Process

Instructor: Mike Murphy or Stacey Chepren

Course Overview

This course provides participants an understanding of the legal definitions of **cause, manner, and mechanism of death**, as well as the investigative process necessary to accurately determine the circumstances surrounding a death. Participants will learn to identify a wide variety of injuries, understand the role of the coroner/medical examiner, and apply coordinated investigative practices to ensure thorough and defensible case outcomes.

The program also explores the origins of the coroner-medical legal system, the importance of utilizing trained forensic pathologists, and the integration of forensic resources to enhance investigative accuracy.

Course Objectives

Participants will gain the ability to:

★ **Identify and analyze types of injuries**, including:

- ◆ Lacerations
- ◆ Incised wounds
- ◆ Contusions
- ◆ Abrasions
- ◆ Penetrating/stab wounds
- ◆ Ballistic injuries and their characteristics
- ◆ Thermal injuries

★ **Investigate diverse death scenarios**, including:

- ◆ Child death
- ◆ Accidental vs intentional injuries - signs of abuse and neglect
- ◆ Elder death, including signs of neglect or lack of self-care
- ◆ Homicide
- ◆ Suicide, including understanding suicide ideation and distinguishing homicide vs. suicide
- ◆ Accidental deaths
- ◆ Autoerotic fatalities

★ **Understand the responsibilities of the coroner/medical examiner's office**, including:

- ◆ Body recovery and identification of the deceased
- ◆ Determining cause and manner of death
- ◆ Protection of property
- ◆ Notification of next of kin and family response

★ **Utilize forensic capabilities and resources**, including:

- ◆ Exhumation
- ◆ Anthropology
- ◆ Odontology
- ◆ Postmortem changes and decomposition
- ◆ Entomology
- ◆ Radiology
- ◆ Toxicology
- ◆ Religious considerations

★ **Apply courtroom and documentation skills**, including:

- ◆ Preparing well-documented reports
- ◆ Testifying effectively in court
- ◆ Maintaining professionalism and credibility during testimony

Fatal Fire Investigation

Instructor: Scott Campau

Course Overview

Investigating a fire fatality is among the most complex and challenging scenes an investigator will encounter. Fire fatalities introduce unique investigative obstacles due to the infrequency of such cases, the intense scrutiny involved, and the high-stress environment. This two-day course equips investigators with the knowledge, skills, and methodology to prepare for, manage, and follow up on fire scenes involving fatalities.

Participants will learn to work collaboratively with multiple agencies, including Medical Examiner/Coroner investigators, police detectives, and other entities, ensuring a coordinated, thorough, and well-managed investigation. Real-life examples and case studies will provide practical insight into effective scene management and investigative strategies.

Course Objectives

By the end of the course, participants will be able to:

- ★ **Enhance skills in scene processing and evidence collection** while safely working around the body
- ★ **Understand the roles and responsibilities** of multiple agencies involved in fatal fire investigations
- ★ **Interpret fire effects on the body** and understand how the body contributes to fire dynamics
- ★ **Prepare for fire fatalities** through preplanning, crew training, and establishing interagency relationships
- ★ **Implement a team approach** to fatal fire investigations for improved outcomes
- ★ **Apply legal considerations** relevant to fire scene investigations
- ★ **Handle evidence processing and collection** with precision
- ★ **Manage unique fire scenes**, including mass fatalities, child deaths, and vehicle-related fire fatalities
- ★ **Collaborate effectively with the Medical Examiner/Coroner's office** during autopsies and follow-up
- ★ **Apply practical strategies** and investigative techniques to a wide range of fatal fire scenarios

Investigating Cases of Child Homicide and Unexplained Deaths of Children

Instructor: Bob Lowery

Course Overview

This two-day course is designed for law enforcement homicide and death investigators, coroner/medical examiner investigators, and child protection professionals. Participants will gain comprehensive skills for responding to and investigating cases of child homicide and unexplained child deaths. The training emphasizes investigative accuracy, evidence preservation, family interaction, and the legal and procedural requirements of these sensitive cases.

Through lectures and case studies, attendees will learn to identify accidental versus intentional injuries, respond effectively to high-risk situations, and navigate the complexities of working with families in crisis.

Course Objectives

Participants will learn to:

- ★ **Respond effectively to the death scene**, ensuring proper scene control and evidence preservation
- ★ **Initiate a thorough investigation** into child deaths, including determining cause and manner of death
- ★ **Evaluate infant deaths**, including SUIDI and SIDS, and distinguish myths from realities in shaken baby syndrome
- ★ **Conduct doll reenactments** to reconstruct events and assess injuries
- ★ **Determine accidental vs. intentional injuries**, including:
 - ◆ Falls and head injuries
 - ◆ Burns (patterns, severity, and temperature vs. time)
 - ◆ Bone fractures, bruises, and contusions
 - ◆ Signs of injuries in various stages of healing
- ★ **Understand child neglect** and its contribution to fatalities
- ★ **Analyze child homicide trends in the U.S.**, including:
 - ◆ Current child abduction trends
 - ◆ Detection of false abduction reports
 - ◆ Methods of disposing of child remains
 - ◆ Identification of unidentified child remains
- ★ **Apply interview and interrogation strategies** with suspects, witnesses, and family members
- ★ **Address victim and family issues**, including interacting with families in crisis
- ★ **Recognize unique risks for children with special needs**, including those on the autism spectrum, and deaths from high-risk behaviors such as drowning
- ★ **Review practical case studies** to reinforce investigative strategies and decision-making

Legal Issues for Detectives and Criminal Investigators

Why Are We Losing Cases

Instructor: Jack Ryan or Mike Fallon

Course Overview

This two-day course is designed for law enforcement homicide and death investigators, coroner/medical examiner investigators, and child protection professionals. Participants will gain comprehensive skills for responding to and investigating cases of child homicide and unexplained child deaths. The training emphasizes investigative accuracy, evidence preservation, family interaction, and the legal and procedural requirements of these sensitive cases.

Through lectures and case studies, attendees will learn to identify accidental versus intentional injuries, respond effectively to high-risk situations, and navigate the complexities of working with families in crisis.

The training also promotes a professional culture in which officers prioritize accuracy, fairness, and truth. Participants will analyze real-world case examples to encourage discussion and practical application of proper investigative principles.

Course Objectives

This course is designed to strengthen investigative integrity, enhance critical thinking, and reinforce respect for constitutional rights. Upon completion, participants will be better prepared to conduct investigations that withstand judicial scrutiny and prioritize the pursuit of truth over securing convictions.

Participants will:

- ★ **Gain a comprehensive understanding of the most common causes of wrongful convictions, including:**
 - ◆ Tunnel vision and confirmation bias
 - ◆ Mistaken eyewitness identifications
 - ◆ False confessions
 - ◆ Mishandled forensic and physical evidence
- ★ **Learn to actively seek, recognize, and document exculpatory evidence alongside incriminating information**
- ★ **Develop practical skills in lawful investigative decision-making and documentation**
- ★ **Key Training Objectives:**
 - ◆ Lawful standards for stops, arrests, searches, seizures, and interrogations
 - ◆ Proper eyewitness identification procedures to minimize misidentification
 - ◆ Ethical and legal approaches to interviewing and interrogation
 - ◆ Evidence handling, preservation, and chain of custody
 - ◆ Thorough and defensible investigative documentation
 - ◆ Understanding investigators' legal duties throughout the investigative and prosecution process

Major Case Homicide and Violent Crimes Investigation

Instructor: Bob Lowery

Course Overview

This course is designed for experienced homicide investigators who have previously completed basic homicide training. The program provides a comprehensive, step-by-step approach to managing high-profile, major incidents that significantly impact communities, including multiple homicides, violent crimes against vulnerable populations, unexplained missing children and abductions, and violent sexual assaults.

Participants will examine real-world case studies to reinforce investigative strategies and emphasize best practices for successful case resolution. The course also explores cutting-edge forensic methods, including **genetic genealogy** and **DNA phenotyping**, to assist in resolving both long-term cold cases and current investigations.

Additionally, the program addresses the latest technological tools—such as advanced data management, analytics, cell phone forensics, and social media monitoring—to expedite thorough and effective investigations. Participants will also explore the unique challenges of sexually motivated child abductions, offender behavior online, unidentified human remains, “no-body” homicides, family considerations, and investigator wellness and stress management.

Course Objectives

By the end of this course, participants will be able to:

- ★ Provide a comprehensive **overview of violent crimes and homicides**
- ★ Apply the **ten-step process for managing a major case investigation**
- ★ Recognize and investigate **equivocal deaths**
- ★ Utilize **technology and digital tools** in investigations
- ★ Apply **advances in DNA and forensic genealogy**
- ★ Respond effectively to **sexually motivated child abductions and homicides**
- ★ Investigate **unidentified human remains**
- ★ Handle **no-body homicide cases**
- ★ Implement **special search strategies** for complex crime scenes
- ★ Address **victim-centered issues**
- ★ Understand **ethical considerations** in major case investigations
- ★ Manage **officer stress and wellness** during high-profile investigations

Officer Involved Shootings

Instructor: Jerry Rodriguez

Course Overview

Officer-involved shootings (OIS) are among the most critical and high-stakes events for law enforcement agencies. Such incidents can traumatize agencies, employees, and the communities they serve. The intense scrutiny from the media, the public, and potential civil or criminal liability places immense pressure on all involved. Civil judgments and administrative consequences can significantly impact agency effectiveness, employee morale, and community trust.

This 2.5-day course prepares law enforcement personnel and investigators to manage and investigate OIS and in-custody death incidents with professionalism, integrity, and adherence to industry standards. It is designed to provide the knowledge and skills necessary to conduct investigations that uphold both legal and procedural integrity while seeking the truth in complex and high-pressure scenarios.

Participants will learn investigative protocols applicable to all law enforcement use-of-force incidents, including both lethal and less-lethal applications, as well as “hits” and “non-hits,” and incidents that occur on or off duty. Instruction incorporates real-world case studies, authentic crime scene photographs, and personal investigative experiences, ensuring a practical and realistic learning experience.

This course is designed for:

- ★ **Front-line investigators and supervisors** responsible for use-of-force incidents
- ★ **Middle managers and executive personnel** responsible for adjudicating agency uses of force (criminal and administrative)
- ★ **Crime scene technicians, medical examiner/coroner investigators, military investigators, criminal analysts, prosecuting attorneys, and district attorney investigative personnel**

Course Objectives

By the end of this course, participants will be able to:

- ★ Apply **industry-standard investigative protocols** for officer-involved shootings and in-custody deaths
- ★ Analyze and review all law enforcement uses of force, ensuring legal and procedural compliance
- ★ Incorporate lessons learned from **real-world case studies** and personal investigative experiences
- ★ Conduct investigations that **maintain investigative integrity** and prepare cases for criminal, civil, and administrative review



LEADERSHIP

Field Training Officer Certification Course

Instructor: Steve Kellams

Course Overview

This course is designed to equip Field Training Officers (FTOs) with the knowledge, skills, and techniques necessary to develop new officers into professional, ethical, and effective members of their agencies. Based on a modified **“San Jose” program**, widely adopted across U.S. departments, the course provides practical strategies for on-the-job training while emphasizing professionalism, confidence, and adherence to agency standards.

The mission of the FTO Certification is to recognize public safety practitioners who demonstrate expertise and dedication in field training. A properly functioning FTO program is crucial for reducing liability, ensuring consistent performance, and supporting agency credibility.

Certification is valid for two years. Successful candidates receive a certificate recognizing their status as a Certified Field Training Officer. Candidates must complete both **written and practical tests** to earn certification. To maintain certification, graduates must attend at least one FTO-related training program during the two-year validity period.

Course Components Include:

- Field Training Officer Certification Course
- Leadership for the FTO
- Supervising and Managing the FTO Program
- FTO Refresher

Course Objectives

By the end of this course, participants will be able to:

- ★ Discuss the **“San Jose” and other FTO program models**
- ★ Understand differences between **lesson plans and check-off lists**
- ★ Identify the **demands placed on FTOs as instructors**
- ★ List and avoid **common errors in performance ratings**
- ★ Apply **adult learning theory** to field training
- ★ Recognize **liability issues** related to field training
- ★ Conduct **performance evaluations** effectively
- ★ Utilize the **rating scale and reference numbers** accurately
- ★ Complete the **Daily Observation Report** properly
- ★ Counsel and mentor new officers/deputies
- ★ Apply **problem-solving techniques**

Certification and Re-Certification

THE FIELD TRAINING OFFICER CERTIFICATION PROCESS

- ★ 5-Day Training Course: Required attendance covering Field Training Officer core content
- ★ Written Examination: Multiple-choice test covering material from the course
- ★ Essay Requirement: 500-word essay on an FTO subject chosen from a provided list

RE-CERTIFICATION REQUIREMENT

To maintain status as a Certified Field Training Officer, graduates must:

- ★ Attend one FTO training program within the 2-year certification period
- ★ Complete one Professional FTO Certification Course before certification expiration

FTO CERTIFICATION CREDENTIALS

- ★ **Certificate of Completion** (for the 5-Day Field Training Officer Certification Training Course)
- ★ **Certification Credential Card** (with name and certification dates)
- ★ **Formal Certification Certificate** (designating Field Training Officer Certified status)
- ★ **Legal Update Bulletins** (electronic distribution to keep skills current)

First Line Supervisor

Instructor: Mike Murphy

Course Overview

This course provides **practical skills, tips, and techniques** for first-time supervisors, managers, and leaders in law enforcement and public safety. The instruction focuses on real-world problem-solving, and the day-to-day challenges faced by new supervisors. Participants will learn to transition from officer to leader, develop practical communication skills, manage change effectively, and cultivate an ethical, resilient, and productive organizational culture.

The course is designed to strengthen participants' **leadership knowledge base** and prepare them for the challenges and opportunities that come with supervisory responsibilities. Interactive exercises and case-based discussions provide attendees with practical, usable tools they can immediately apply in their roles.

Course Objectives

Participants will learn to:

- ★ Transition effectively from **line performer to supervisor**
- ★ Apply **time management skills** to maximize efficiency
- ★ Understand and **adapt to organizational change**
- ★ Strengthen **communication skills** for leadership success
- ★ Practice **ethical leadership** and address practical ethical problems
- ★ Influence and **shape organizational culture**
- ★ Build and maintain **organizational and personal resiliency**
- ★ Apply problem ownership strategies: **"What's Your Problem? Who Owns It?"**
- ★ Set **goals, objectives, and expectations** effectively
- ★ Conduct a **team-building exercise** to strengthen unit performance
- ★ Apply the **Top 20 Management Tips** for supervisors
- ★ Use the **SARA Model of Problem Solving**
- ★ Develop **harm reduction plans** for personnel and community issues
- ★ Explore recommended **must-reads for rising supervisors**
- ★ Participate in **practical hands-on leadership exercises**

Leadership for the Field Training Officer

Instructor: Steve Kellams

Course Overview

This course is designed for **experienced Field Training Officers** who want to strengthen their leadership abilities. While most FTO programs emphasize the fundamentals of training and evaluation, many fail to prepare FTOs for their role as **front-line supervisors and leaders**. Without proper leadership training, the development of new officers can be hindered.

This course equips FTOs with the knowledge and skills needed to lead effectively, foster professional growth, and serve as strong role models. Participants will explore leadership styles, develop personal and departmental visions, and gain insight into the vital relationship between leadership and followership.

Course Objectives

By the end of this course, participants will be able to:

- ★ Describe the **foundation of leadership**
- ★ Create a **personal development vision**
- ★ Develop a **vision for departmental growth**
- ★ Identify and compare **leadership styles**
- ★ Define their **personal leadership style**
- ★ Define and understand the concept of **followership**
- ★ Explain the **importance of followership** in professional development
- ★ Recognize the importance of a **strong ethical foundation** in leadership

Managing and Supervising the FTO Unit

Instructor: Steve Kellams

Course Overview

This course is specifically designed for **line supervisors and administrators** tasked with overseeing a Field Training Unit. While many programs focus on training Field Training Officers (FTOs), they often overlook the need to prepare supervisors for the complex responsibilities of coordinating, administering, and leading the program.

Success in a field training program depends not only on the quality of the FTOs but also on the ability of the Field Training Manager (FTM) and Field Training Coordinator (FTC) to provide strong leadership, oversight, and accountability. This course provides the knowledge and tools necessary to effectively manage a field training unit, ensuring program integrity, compliance, and professional development of new officers.

Course Objectives

By the end of this course, participants will be able to:

- ★ Describe the **San Jose Model FTO Program**
- ★ Identify the **duties of the FTM and FTC**
- ★ Explain the importance of **leadership in a field training program**
- ★ Apply **proven training methods** to correct poor performance
- ★ Properly **review Daily Observation Reports (DORs)**
- ★ Utilize the **Weekly Manager's Report** effectively
- ★ Understand the importance of **FTO management and selection**
- ★ Recognize **legal issues related to field training programs**

Mastering the Leadership Challenges of Law Enforcement

Instructors: Rick Baker, Mike Murphy, Brian Batterton, Mike Fallon, Steve Kellams

Course Overview

Leadership in law enforcement has never been more challenging—or more important. Today’s law enforcement leaders must navigate increasing public scrutiny, evolving workforce expectations, complex legal requirements, and rapidly changing organizational environments. Effective leadership requires more than authority; it demands professionalism, ethical decision-making, adaptability, and a commitment to continuous growth.

This course is designed for current and aspiring law enforcement leaders who are committed to developing their leadership capabilities and positively influencing their organizations. Participants will explore proven leadership principles, supervisory responsibilities, organizational dynamics, and practical strategies for leading with integrity and effectiveness. Through discussion, reflection, and real-world application, attendees will strengthen their ability to motivate others, manage challenges, and foster a culture of accountability and excellence.

Course Objectives

Upon successful completion of this course, participants will be able to:

- ★ Recognize the critical need for effective leadership in modern law enforcement organizations
- ★ Understand that leadership skills, traits, and behaviors are developed through learning, experience, and intentional practice rather than being solely innate characteristics
- ★ Identify the legal, organizational, and workforce-related factors that establish boundaries and expectations for contemporary supervisors and leaders.
- ★ Develop a greater understanding of personality differences, including individual strengths, weaknesses, motivations, priorities, and fears to improve communication and leadership effectiveness
- ★ Examine various leadership theories and styles and determine their appropriate application based on organizational needs, situations, and workforce dynamics
- ★ Understand how generational and cultural differences influence workplace expectations, communication, and organizational effectiveness
- ★ Recognize the human dynamics associated with organizational change and apply strategies to successfully lead, manage, and implement change initiatives
- ★ Effectively address and supervise toxic or underperforming employees whose behaviors negatively impact morale, performance, organizational culture, and agency liability
- ★ Apply practical leadership development strategies and daily habits that promote continuous growth and enhance leadership effectiveness
- ★ Understand supervisory responsibilities related to risk management, accountability, and liability reduction while improving employee performance and organizational outcomes
- ★ Conduct and manage citizen complaints professionally, including complaint intake, investigation, resolution, and referral procedures when appropriate
- ★ Identify and demonstrate the characteristics of exceptional leaders, including accountability, strong work ethic, integrity, goal setting, and commitment to organizational success

Meeting the Leadership Challenges of Law Enforcement “First Line Supervisors”

Instructor: Rick Baker

Course Overview

Leadership has never been more critical—or more challenging—in law enforcement than it is today. With agencies facing unprecedented scrutiny, first line supervisors must demonstrate professionalism, ethical decision-making, and the ability to inspire their teams under pressure.

This course is designed for supervisors and aspiring leaders who want to sharpen their leadership skills, grow personally and professionally, and make a lasting impact within their organizations. Through case studies, self-assessment, and practical strategies, participants will gain the tools to navigate leadership challenges, motivate their teams, and foster a culture of accountability and trust.

Course Objectives

- ★ **Leadership Primer** – Define leadership, examine the characteristics of great leaders, and explore the levels of leadership.
 - ◆ Born Leaders vs. Learned Leaders
 - ◆ Learning from Mistakes: “The Eraser Principle”
 - ◆ What every leader should stop doing
- ★ **Leadership Case Study** – Analyze real-world leadership styles to identify strengths, weaknesses, and traits that lead to success or failure.
 - ◆ Desires vs. Abilities
 - ◆ Strengths vs. Weaknesses
 - ◆ Understanding what makes the greatest impact
- ★ **Characteristics of Great Leaders** – Explore the traits and practices of effective leaders and how to apply them in law enforcement.
 - ◆ Goal setting, responsibility, work ethic, self-discipline
 - ◆ Cooperation, sacrifice, listening skills, morale, and legacy
 - ◆ Honesty, excellence, competition, and attitude
- ★ **Winning Leadership** – Develop practical strategies to become a “winning leader.”
 - ◆ How to be a great boss
 - ◆ How to win subordinates’ trust immediately
 - ◆ How to avoid driving away your best employees
 - ◆ How to create loyalty, delegate effectively, and prioritize successfully
 - ◆ How to lead with courage

Supervising the Toxic Officer

Instructor: Steve Kellams

Course Overview

Supervisors face a growing number of challenges in law enforcement today. Not only must they balance the responsibilities of providing qualified and competent employee performance for the community, but for the employees as well. One important step to ensure this is to create and maintain a professional work environment.

Unfortunately, there are employees who intentionally and unintentionally create a toxic work condition.

While the number of toxic employees is generally low, the amount of damage they can cause in an organization is very high. It is critical that leaders and supervisors understand the dynamics of the toxic employee, how they are created, and ways to mitigate the damage to the department.

This course will provide students with the knowledge and skills to identify and deal with the toxic employee.

Course Objectives

By the end of this course, participants will be able to:

- ★ Identify the different types of toxic employees and recognize the behaviors and warning signs associated with each
- ★ Explain how toxic employees develop and implement strategies to prevent, reduce, and eliminate the organizational factors that contribute to toxic behavior
- ★ Apply effective hiring techniques to identify personality traits and behavioral indicators that may signal potential toxic employees
- ★ Utilize performance evaluations, documentation, and internal investigations to effectively address, manage, and correct toxic employee behavior

Supervisor Liability

Instructor: Jack Ryan, Brian Batterton or Mike Fallon

Course Overview

This comprehensive course equips supervisors with the knowledge and skills necessary to **prevent, identify, and manage legal liability** in public safety administration. Using **state-specific case law**, participants will explore potential pitfalls in employee relations and learn practical strategies to avoid liability. In today's complex legal environment, this training is essential for supervisors seeking to maintain organizational professionalism while respecting employee rights.

Course Objectives

By the end of this course, participants will be able to:

★ Supervisor Liability

- ◆ Understand the **liability of law enforcement**
- ◆ Identify **sources of liability**
- ◆ Apply strategies for **avoiding liability**

★ Key Legal Cases

- ◆ Recognize critical cases every supervisor should know to **avoid lawsuits**

★ Importance of Policy

- ◆ Develop and maintain effective **policies and procedures**
- ◆ Implement **training, supervision, and performance management**
- ◆ Conduct **policy review and revisions**

★ 12 High-Risk Critical Tasks that get us Sued

- ◆ Use of Force
- ◆ Pursuits / Emergency Vehicle Operations (EVOC)
- ◆ Search, Seizure, and Arrest
- ◆ Care, Custody, Control, and Restraint of Prisoners
- ◆ Domestic Violence
- ◆ Off-Duty Conduct
- ◆ Sexual Harassment, Discrimination, and Misconduct
- ◆ Selection and Hiring
- ◆ Internal Affairs
- ◆ Special Operations
- ◆ Responding to the Mentally Ill
- ◆ Property and Evidence

The Essential Field Training Officer: Getting the Best Out of Your FTO Program

Instructor: Steve Kellams

Course Overview

This 2.5-day course is designed to provide new Field Training Officers (FTOs) with the knowledge, skills, and confidence needed to excel in their role. The course emphasizes **instructional techniques, proper evaluation methods, and professional development**, ensuring that FTOs can effectively train and mentor new officers.

Based on a modified “**San Jose**” program, widely used across U.S. departments, this course also addresses topics applicable to various FTO programs, providing participants with a strong foundation for success.

Course Objectives

By the end of this course, participants will be able to:

- ★ Understand the differences between **lesson plans and check-off lists**
- ★ Identify the **demands placed on FTOs as instructors**
- ★ Recognize and avoid **common errors in rating**
- ★ Apply the **basics of adult learning theory** to field training
- ★ Understand and conduct **performance evaluations** effectively
- ★ Utilize the **rating scale and reference numbers** accurately
- ★ Complete the **Daily Observation Report (DOR)** correctly



DIGITAL FORENSICS

5-Day Cellular Technology and Forensics (CTF) Certification

Instructor: Glenn Bard

Course Overview

This 5-day certification prepares investigators and technical personnel to locate, recover, analyze, and present cellular evidence. The course blends foundational cellular-technology theory (CDMA, GSM, LTE, VoLTE, 5G), hands-on forensics with iOS/Android/feature phones, carrier-record acquisition methods, legal considerations, evidence seizure/storage, and practical courtroom presentation techniques. Successful completion awards the PATCtech CTF Certification, valid for two years.

Course Objectives

By the end of the course, participants will be able to:

- ★ Identify cellular systems and networks (CDMA, GSM, LTE, VoLTE, 5G) and explain carrier differences and implications for investigations
- ★ Recognize smartphone and feature-phone architectures and the types of data each commonly stores (call/SMS logs, location/tower data, app data, internet metadata)
- ★ Properly seize, store, and preserve mobile devices to prevent data loss and maintain forensic integrity
- ★ Use multiple forensic software and hardware tools to image, extract, and analyze data from iOS, Android, and basic phones
- ★ Acquire and interpret wireless carrier records (call detail records, billing, tower data) and combine them with device extractions
- ★ Correlate cellular records and device artifacts to build timelines, movement/location analysis, and event reconstruction
- ★ Draft effective search warrants and affidavits for mobile and carrier data; understand and apply current case law and legal best practices
- ★ Format and present cellular evidence clearly and convincingly for investigative reports and court testimony.

Cell Phone Evidence: From Seizure to Court Room

Instructor: Glenn Bard

Course Overview

Cell phones play a critical role in modern investigations, yet many officers are unaware of the full range of ways these devices can help solve crimes. This course provides step-by-step instruction on gathering, preserving, analyzing, and presenting cellular evidence in court. Attendees will gain the knowledge and practical skills needed to properly handle cell phone data from seizure through trial preparation.

Course Objectives

Participants will learn to:

- ★ **Understand the Three Types of Cellular Evidence:**
 - ◆ The Device
 - ◆ The Records
 - ◆ The Clouds
- ★ **Preserve All Forms of Cellular Evidence** to maintain integrity for court
- ★ **Identify Key Variables:**
 - ◆ Types of Phones
 - ◆ Cellular Providers
 - ◆ Cloud Storage
- ★ **Conduct Forensic Examinations of Devices:**
 - ◆ How different forensic software yields different results
 - ◆ Types of data that can be recovered
 - ◆ Methods for proving ownership through device data
- ★ **Examine Cellular Records:**
 - ◆ Understanding network differences
 - ◆ How to properly read and interpret the data
- ★ **Work with Providers:**
 - ◆ Information available when a suspect is identified
 - ◆ Information available when no suspect is known
- ★ **Map Locations** using different location-based results.
- ★ **Prove Ownership Through Records**, even with pre-paid devices.
- ★ **Identify Additional Evidence** such as void calls, voicemails, and call forwarding
- ★ **Conduct Forensic Examinations of the Cloud:**
 - ◆ Which cloud services are available
 - ◆ How cloud data can aid an investigation

Cellular Investigations for Criminal, Drug and Homicide Investigators

Instructor: Glenn Bard

Course Overview

Cell phones and social media are now central to nearly every criminal investigation. From drug trafficking to homicides, digital evidence can reveal critical leads, corroborate testimony, and strengthen prosecutions. This course provides detectives and investigators with practical instruction on how to obtain, analyze, and present data from cell phones, social media platforms, and cloud-based sources. Attendees will gain hands-on knowledge of tools and techniques that can be directly applied to their ongoing investigations.

Course Objectives

Participants will learn to:

★ Cell Analysis

- ◆ Obtaining cellular data
- ◆ Analyzing recovered data
- ◆ Applying cell phone forensics

★ Social Media Investigations

- ◆ How to obtain data from social platforms
- ◆ Identifying commonly used apps (e.g., TikTok, Facebook, Instagram, etc.)
- ◆ Techniques for analyzing social media evidence

★ Cloud Data

- ◆ Obtaining data from cloud storage providers
- ◆ Examining and interpreting stored information

Cloud Data Investigations (Google/Apple/Facebook)

Instructor: Glenn Bard

Course Overview

Cloud services have become one of the most valuable sources of digital evidence in modern investigations. Google, Apple, and Facebook each store vast amounts of user data that can be critical in solving criminal cases. This course provides investigators with the knowledge and skills needed to obtain, analyze, and validate cloud-based evidence using the proper legal process. Attendees will learn how to prepare warrants, interpret returned data, and use forensic tools to examine pictures, emails, IP addresses, device information, and location-based data. Real-world examples will be used to ensure participants leave with practical, hands-on experience.

Course Objectives

★ Foundations of Cloud Investigations

- ◆ Basics of cloud and internet investigations
- ◆ Understanding IP addressing
- ◆ How cloud systems store and deliver data

★ Google Cloud

- ◆ Obtaining and reviewing data
- ◆ Identifying contents (photos, emails, locations, and more)
- ◆ Using forensic tools to analyze data

★ Apple iCloud

- ◆ Identifying different types of backups
- ◆ Understanding iCloud backup formats
- ◆ Reviewing, validating, and extracting data

★ Facebook Cloud

- ◆ Accessing user-responsive data and business records
- ◆ Identifying phones, accounts, and linked activity
- ◆ Preparing forensic reports and validating evidence

★ Cross-Comparisons

- ◆ Comparing cloud data to live data on phones and computers
- ◆ Identifying users, patterns, and ownership through corroborated evidence

Dark Web Forensics and Investigations: Crypto Currencies, Crypto Wallets, Bitcoin and Blockchain

Instructor: Glenn Bard

Course Overview

This course introduces the structure of the internet (Clear Net / Deep Web / Dark Web), methods for accessing Dark Web resources, and how cryptocurrencies (Bitcoin, Dogecoin, Monero, wallets, and blockchain) are used for transactions on those sites. Students will learn investigative techniques, how to identify and interpret forensic artifacts on computers and mobile devices, and how to detect transactions that originate from Dark Web activity.

Course Objectives

- ★ Explain the differences between Clear Net, Deep Web, and Dark Web, and how anonymity tools (Tor, I2P, VPNs) function
- ★ Demonstrate safe procedures for accessing and exploring Dark Web resources in a controlled lab
- ★ Describe major cryptocurrencies, wallet types, and how blockchain transactions work
- ★ Identify and analyze forensic artifacts left by Dark Web browsers and crypto-wallet software on endpoints and mobile devices
- ★ Trace and interpret cryptocurrency transactions on blockchains and evaluate indicators that link transactions to Dark Web activity
- ★ Apply ethical, legal, and operational security considerations to Dark Web investigations

Smartphone Technology and Forensics Certification (+SMART)

Instructor: Glenn Bard

Course Overview

This course focuses on smartphone examinations and application-level analysis. Students review forensic extractions and cellular-records analysis, then dive into app data formats (SQLite, plist, XML), parsing and mapping data to storage locations, and producing courtroom-ready forensic reports. Emphasis is on hands-on imaging, analysis, documentation, and testimony preparation.

Course Objectives

By the course end, students will be able to:

- ★ Prepare and seize mobile devices while preserving evidence and OPSEC.
- ★ Identify device model, OS version, and relevant wireless/network contexts.
- ★ Acquire forensic images of iOS and Android devices using appropriate methods (logical, physical, file system, and cloud).
- ★ Recognize and use the range of forensic image types and acquisition tradeoffs.
- ★ Use standard mobile forensic tools and when/why to root/jailbreak (ethical/legal constraints).
- ★ Extract and analyze app-level artifacts: SQLite DBs, plist/JSON/XML, log files, caches.
- ★ Obtain and interpret cellular carrier records (AT&T, Verizon, T-Mobile, Sprint) and map them to device evidence.
- ★ Use pattern analysis and location mapping to identify users and correlate off-device data.
- ★ Produce a defensible forensic report and deliver compelling courtroom testimony.

Social Networking, Router Interrogation, and On-Scene Triage Investigations

Instructor: Glenn Bard

Course Overview

This three-day course takes investigators from identifying and preserving social media evidence through to on-scene network interrogation and live device triage. Day 1 covers social media platforms and artifact types, lawful preservation, and OSINT techniques. Day 2 covers router interrogation to confirm devices on a target network. Day 3 covers on-scene live collection: RAM dumps, encryption checks, and safe live acquisitions when required.

Course Objectives

By the end of the course attendees will be able to:

- ★ Identify key evidence sources across major social platforms (Facebook, Instagram, TikTok, Twitter/X, Snapchat, etc.) and preserve them for investigations
- ★ Draft preservation requests, warrants, and consent language to obtain server-side data
- ★ Use OSINT and social-network analysis to map identities, timelines, and likely locations
- ★ Conduct on-scene router interrogations to enumerate devices, map IP/MAC relationships, and locate suspect endpoints
- ★ Perform lawful, documented on-scene triage: check encryption status, capture volatile memory (RAM) safely, collect live artifacts (open browser sessions, tokens), and image devices when necessary
- ★ Apply chain-of-custody, OPSEC, and legal considerations to preserve admissibility
- ★ Produce clear investigative notes, exhibits, and courtroom testimony for social media/network evidence



SPECIAL OPERATIONS

Emerging Legal Trends and Liability Management for the Tactical, SWAT and Emergency Response Operations

Instructors: Jack Ryan and Matt Greely

Course Overview

This course is designed to help officers and agencies understand and manage liability risks in tactical, SWAT, and emergency response contexts. It examines recent and foundational court decisions that define acceptable standards of police conduct and highlights the growing landscape of civil litigation against law enforcement. Participants will gain practical knowledge of liability exposure under both civil rights and tort law and develop strategies for risk reduction and compliance with legal standards.

Key Themes

- **Litigation Trends:** Understanding the surge in lawsuits against police officers/agencies and how Supreme Court rulings shape liability.
- **Tort Law Exposure:** Recognition of state-level tort claims (e.g., negligence, wrongful death) and how they intersect with civil rights litigation.
- **Use of Force:** Deep dive into deadly and non-deadly force, including key precedents (Tennessee v. Garner, Graham v. Connor) and recent cases on pepper spray, positional asphyxia, less-lethal tools, and K-9 deployment.
- **Proactive Risk Management:** Identifying risk areas, applying qualified immunity correctly, and structuring agency policies to reduce exposure.

Course Objectives

By the end of the course, participants will be able to:

- ★ False Arrest / Malicious Prosecution / Seizure Issues
 - ◆ Analyze claims of unlawful arrest or seizure
 - ◆ Understand evolving case law and apply it to tactical operations
- ★ Duty to Protect / Public Duty Doctrine
 - ◆ Explain the limits of duty to protect and how courts interpret the public duty doctrine
 - ◆ Evaluate liability when officers fail to act or when harm occurs despite intervention
- ★ Arrestee Suicides / Medical Needs of Prisoners
 - ◆ Identify liability risks when custodial suicides or medical neglect occur
 - ◆ Apply best practices for supervision, monitoring, and intervention
- ★ High-Speed Pursuits & Emergency Vehicle Operations
 - ◆ Understand liability tied to vehicle pursuits and emergency response driving
 - ◆ Review balancing of exigency vs. public safety through recent case law
- ★ Supervisor & Agency Liability
 - ◆ Learn how supervisory failures can result in personal and agency liability
 - ◆ Explore deliberate indifference and failure-to-train claims under Section 1983 Monell liability
- ★ Risk Assessment & Risk Reduction
 - ◆ Conduct agency-level risk assessments
 - ◆ Develop strategies to reduce exposure through training, supervision, and policy updates
- ★ Qualified Immunity
 - ◆ Apply the qualified immunity doctrine in operational and courtroom contexts
 - ◆ Recognize its limitations in tactical and SWAT deployments
- ★ New Legal Trends in Police Liability
 - ◆ Examine emerging case law (e.g., review of officer conduct leading up to force incidents)
 - ◆ Anticipate future challenges in use-of-force, technology integration, and public accountability

Hostage Negotiations for the First Office on the Scene: What Every Officer and Supervisor Should Know When Responding to a Hostage or Barricaded Subject Call

Instructor: Mark Lowther

Course Overview

When lives are on the line, the first moments of a crisis can determine its outcome. From suicidal individuals and barricaded subjects to active hostage-takers. First responders are often thrust into the most dangerous and emotionally charged situations in law enforcement. While dedicated crisis and hostage negotiation teams are eventually deployed, their arrival is rarely immediate – especially in rural areas or during large-scale events. In many cases, the responsibility of initial contact and scene stabilization falls squarely on the shoulders of patrol officers, corrections staff, school resource officers (SROs), dispatchers, and first-line supervisors. This seminar is specifically designed to prepare the first officer on scene to manage critical incidents until specialized negotiators can take over. Led by a veteran law enforcement negotiator with decades of field experience, this course provides practical communication tools and proven strategies that can make the difference between escalation and resolution.

Course Objectives

This training goes beyond theory, focusing on real-world tactics and decision making under pressure. Attendees will learn how to:

- ★ Stabilize volatile scenes involving suicidal individuals, barricaded gunmen, and potential hostage takers
- ★ Use effective verbal techniques to de-escalate tense situations in the critical first moments
- ★ Assess threats quickly and accurately, using behavioral cues and environmental indicators
- ★ Avoid common mistakes that can unintentionally escalate a crisis
- ★ Communicate with distressed individuals when time is limited and emotions are high
- ★ Understand the psychology of individuals in crisis and how it informs negotiation strategies

Supervising and Managing Protests, Demonstrations and Civil Unrest Operations

Instructor: Bill Backus

Course Overview

This program equips law enforcement supervisors and field leaders with the knowledge, tactics, and best practices to safely and effectively manage protests, demonstrations, and civil unrest. Officers are tasked with the dual responsibility of protecting the public's lives and property while also safeguarding First Amendment rights.

Given the rise in protest activity linked to high-profile incidents, agencies must be prepared for both peaceful assemblies and situations where officer and community safety are at risk. This course blends historical lessons, crowd psychology, tactical deployment, and operational planning into a practical guide for command-level personnel and Mobile Field Force (MFF) leaders.

Course Objectives

Participants will gain the ability to:

- ★ **Understand protest and crowd dynamics** — identify behavioral patterns, triggers of escalation, and lessons from past events
- ★ **Analyze protest group structures and tactics** — recognize roles within groups and anticipate both peaceful and violent methods
- ★ **Evaluate historical protest management** — review U.S. protest events since 2000 to determine successful and unsuccessful law enforcement responses
- ★ **Plan and brief operational responses** — conduct assessments, prepare detailed operational plans, and manage spontaneous events
- ★ **Equip and staff Mobile Field Force Teams** — determine essential equipment and personnel assignments for protest operations
- ★ **Integrate specialized assets** — coordinate SWAT, K-9, mutual aid agencies, and less-lethal/chemical tools effectively
- ★ **Manage officer welfare** — address health, safety, and fatigue considerations for deployed personnel
- ★ **Deploy MFF tactics and formations** — select and apply appropriate formations to achieve control and de-escalation while minimizing risk

Use of Force Certification

Instructors: Jack Ryan, Matt Greely and Mike Irwin

Course Overview

This certification program provides a comprehensive framework for understanding, teaching, supervising, and investigating law enforcement use of force. It is designed for:

- **Use-of-Force Instructors:** to build legally sound lesson plans and provide effective training methods
- **Supervisors/Investigators:** to evaluate, review, and document force incidents
- **Policy Makers:** to align agency use-of-force/response-to-resistance policies with constitutional standards, case law, and best practices

The course integrates **law, liability, training methodology, operational decision-making, officer mindset, and leadership** into one cohesive training program. It also addresses contemporary issues including de-escalation, restraint deaths, neck restraints, and weapon confusion.

An optional **LLRMI Use of Force Instructor/Analyst Certification** may be earned by completing a written assignment reviewed by the instructor team. Participants are encouraged to bring their agency's use-of-force policies and lesson plans for peer and instructor discussion.

Course Objectives

★ Understand Legal Standards

- ◆ Interpret Supreme Court and appellate rulings (e.g., *Graham v. Connor*, *Tennessee v. Garner*)
- ◆ Apply constitutional decision-making to force incidents
- ◆ Recognize civil and criminal liability risks in force encounters

★ Develop and Deliver Training

- ◆ Create lesson plans covering legal, tactical, and operational aspects of force
- ◆ Teach force application methods and decision-making ("when to" vs. "how to")
- ◆ Address learning variability and adapt training methods to ensure proficiency

★ Investigate and Review Force Incidents

- ◆ Conduct force reviews, including documentation, evidence collection, and analysis
- ◆ Assess officer decision-making, policy compliance, and legal exposure
- ◆ Handle cases involving dueling experts and conflicting research

★ Address Contemporary Force Issues

- ◆ Evaluate restraint-related deaths and positional asphyxia
- ◆ Examine neck restraints and other high-liability tactics
- ◆ Integrate de-escalation practices into training and operations

★ Build Officer Mindset and Leadership

- ◆ Foster preparedness and confidence in decision-making
- ◆ Overcome hesitation in appropriate force applications
- ◆ Strengthen officer safety, public safety, and subject safety through training and leadership culture

Certification and Re-Certification

THE USE OF FORCE CERTIFICATION PROCESS

- ★ 5-Day Training Course: Required attendance covering Use of Force core content
- ★ Written Examination: Multiple-choice test covering material from the course
- ★ Essay Requirement: 500-word essay on an Use of Force subject chosen from a provided list

RE-CERTIFICATION REQUIREMENT

To maintain status of your Use of Force Certification, graduates must:

- ★ Attend one Use of Force training program within the 2-year certification period
- ★ Complete one Use of Force Certification Course before certification expiration

USE OF FORCE CERTIFICATION CREDENTIALS

- ★ **Certificate of Completion** (for the 5-Day Use of Force Certification Training Course)
- ★ **Certification Credential Card** (with name and certification dates)
- ★ **Formal Certification Certificate** (designating Use of Force Certified status)
- ★ **Legal Update Bulletins** (electronic distribution to keep skills current)



COURTS

Court Security Officer Certification

Instructor: Rick Baker

WHY GET COURT SECURITY CERTIFICATION?

The Court Security Officer Certification ensures that personnel assigned to courthouse and judicial security functions have demonstrated the highest standards of **academic knowledge, professional skills, and ethical practices**.

Certification:

- ★ Validates that the officer has met nationally recognized qualifications through standardized assessment
- ★ Enhances professional credibility and career advancement
- ★ Provides agencies with assurance that certified officers are trained to protect lives, property, and the judicial process

Qualifications or Prerequisites for Court Security Officer Certification

- ★ No prerequisites required to attend training or attempt the certification test
- ★ Open to law enforcement, corrections, private security, or other professionals working in or around the court system

Certification and Re-Certification

THE COURT SECURITY OFFICER CERTIFICATION PROCESS

- ★ 5-Day Training Course: Required attendance covering Court Security Officer core content
- ★ Written Examination: Multiple-choice test covering material from the course
- ★ Essay Requirement: 500-word essay on a Court Security Officer subject chosen from a provided list

RE-CERTIFICATION REQUIREMENT

To maintain status as a Certified Court Security Officer, graduates must:

- ★ Attend one Court Security training program within the 3-year certification period
- ★ Complete another 5-Day Court Security Officer Certification Course before certification expiration

COURT SECURITY OFFICER CERTIFICATION CREDENTIALS

- ★ **Certificate of Completion** (for the 5-Day Court Security Officer Certification training)
- ★ **Certification Credential Card** (with name and certification dates)
- ★ **Formal Certification Certificate** (designating Certified Court Security Officer status)
- ★ **Legal Update Bulletins** (electronic distribution to keep skills current)

Course Overview

Government buildings are persistent targets for disruption and violence, and courthouses are especially vulnerable. They house not only government functions but also the daily operations of the criminal justice system. Judges, defendants, victims, families, attorneys, and county officials all pass through these facilities, creating a high-risk environment.

Incidents have ranged from minor disruptions (like picketing) to serious acts of violence, including assaults and even homicides. Experience alone does not guarantee preparedness. The reality is not if an incident will occur in your courthouse, but when.

This certification program equips officers with the knowledge, skills, and practical tools necessary to prevent, respond to, and mitigate courthouse/courtroom security incidents while maintaining professional, ethical, and legal standards.

Course Objectives

- ★ Violent Court Incidents & Case Studies
 - ◆ Analyze past incidents to understand vulnerabilities
 - ◆ Apply lessons learned to local courthouses, grounds, and parking areas
 - ◆ Begin developing a security self-assessment process
- ★ Legal Issues of Courtroom/Courthouse Security
 - ◆ Review case law affecting courthouse security operations
 - ◆ Define what officers can and cannot do legally
 - ◆ Apply legal principles in daily and high-risk operations
- ★ Overview of Courtroom Security
 - ◆ Profiles of individuals involved in courthouse incidents
 - ◆ Stages of proceedings most prone to disruptions
- ★ Daily Operational Concerns
 - ◆ Explore the “Five Elements of Courthouse Security”:
 - Security personnel
 - Court tenants
 - Policies & procedures
 - Facility security & technology
 - Coordination & communication
 - ◆ Build a foundation for consistent, reliable security operations.
- ★ Prisoner/Defendant Security
 - ◆ Secure transport and movement of in-custody defendants
 - ◆ Effective restraint use and courtroom seating strategies
 - ◆ Communication protocols and search procedures
 - ◆ Juvenile-specific considerations
- ★ High-Risk / Critical Situations
 - ◆ Planning for high-profile or high-risk trials
 - ◆ Managing sequestered juries
 - ◆ Preparing for protests or organized disruptions
 - ◆ Risk-mitigation planning and execution
- ★ Bomb Threats, Natural Disasters, and Emergencies
 - ◆ Identify potential courthouse emergencies
 - ◆ Develop response plans with little or no warning
 - ◆ Integrate evacuation, shelter, and continuity procedures
- ★ Sovereign Citizens
 - ◆ Recognize tactics and behaviors of sovereign citizens
 - ◆ Understand threats ranging from courtroom disruptions to life-threatening violence
 - ◆ Apply officer safety and legal strategies to mitigate risks
- ★ Courtroom / Courthouse Survey
 - ◆ Conduct a physical site survey of your own facility
 - ◆ Receive and practice using a sample survey template
 - ◆ Use survey results to justify requests for personnel, technology, or resources

Court Security: Response to Critical Incidents and Emergency Planning

Instructor: Rick Baker

Course Overview

Government buildings are persistent targets for disruption and violence, and courthouses are especially vulnerable. They house not only government functions but also the daily operations of the criminal justice system. Judges, defendants, victims, families, attorneys, and county officials all pass through these facilities, creating a high-risk environment.

Incidents have ranged from minor disruptions (like picketing) to serious acts of violence, including assaults and even homicides. Experience alone does not guarantee preparedness. The reality is not if an incident will occur in your courthouse, but when.

Course Objectives

- ★ Violent Court Incidents & Case Studies
 - ◆ Analyze past incidents to understand vulnerabilities
 - ◆ Apply lessons learned to local courthouses, grounds, and parking areas
 - ◆ Begin developing a security self-assessment process
- ★ Legal Issues of Courtroom/Courthouse Security
 - ◆ Review case law affecting courthouse security operations
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 - ◆ Build a foundation for consistent, reliable security operations.
- ★ Prisoner/Defendant Security
 - ◆ Secure transport and movement of in-custody defendants
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 - ◆ Communication protocols and search procedures
 - ◆ Juvenile-specific considerations
- ★ High-Risk / Critical Situations
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- ★ Courtroom / Courthouse Survey
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 - ◆ Receive and practice using a sample survey template
 - ◆ Use survey results to justify requests for personnel, technology, or resources



INTERVIEWS

5-Day Interview and Interrogation for Detectives, Criminal Investigators and First Responders

Instructor: Stan Walters

Course Overview

This course emphasizes the **critical role of interviews and interrogations** in investigations. It highlights that without effective information gathering, cases can stall or collapse. Investigators must balance three priorities:

1. Collecting all available information.
2. Avoiding contamination of the subject's knowledge.
3. Discriminating truth from deception.

Many investigators lack updated training aligned with current forensic standards. This course serves to “re-tool” and “upgrade” techniques so participants can conduct interviews that are both ethical and effective, leading to better case clearance and prosecution outcomes.

The Level 2 component focuses on **advanced interviewing skills**, especially:

- Narrative-based interviewing.
- Recognizing and adapting to emotional and mental changes.
- Adjusting approaches based on personal history and personality type.

Course Objectives

By the end of the course, participants will be able to:

- ★ Differentiate between accusatory vs. information-focused interviews
- ★ Recognize and manage negative cognitive and emotional changes in subjects
- ★ Apply techniques to maximize information from victims and witnesses
- ★ Avoid subject contamination
- ★ Isolate key topics requiring follow-up
- ★ Debunk myths about “deception cues” that mislead interviewers
- ★ Use tools to spot truth vs. deception
- ★ Identify and prevent confirmation bias
- ★ Understand the line between persuasion vs. manipulation
- ★ Adapt approaches to four basic personality types for optimal results
- ★ Build custom persuasive arguments tailored to interviewees
- ★ Apply the “Cycle of Behavior” concept to guide both interviews and interrogations

Five Stages of Interview and Interrogations

Instructor: Dan Sosnowski

Course Overview

This course emphasizes the importance of **structured interview techniques** in modern investigations. With traditional methods increasingly challenged in U.S. and Canadian courts, investigators must adopt approaches that produce reliable, admissible statements.

The course draws from over 35 years of real-world interviewing experience by the instructor, who continues to conduct interviews for both law enforcement agencies and criminal defense attorneys. This dual perspective provides attendees with a balanced understanding of effective and legally defensible interviewing.

The training focuses on listening, patience, rapport, and structured stages, ensuring interviews yield useful, court-ready confessions and statements. Real-life interview videos are incorporated, exposing attendees to authentic, sometimes sensitive material.

Course Objectives

Participants will gain skills in the following areas:

- ★ **Traits of Deception**

- Learn to identify 18 deception indicators that even experienced interviewers may struggle to detect

- ★ **Types of Denial**

- Explore why and how people lie, with practical tools for using denial strategies in the review and resolution stage

- ★ **Fundamental Interview Theories**

- Understand core principles, including common interviewer mistakes, optimal room setup, and effective case preparation

- ★ **Rapport Building**

- Develop empathy and listening skills to foster trust and open communication

- ★ **Five Stages of Successful Interviews**

- Learn a structured, repeatable formula to conduct interviews across diverse cases and subjects

- ★ **Analytical Disclosure Dialogue**

- Use targeted, critical questions to analyze responses, categorizing them as acceptable or unacceptable

- ★ **Improving Listening Skills**

- Move beyond hearing words to truly listening, enabling more precise and effective information gathering

- ★ **Assessing Verbal Responses**

- Unlock deeper meaning in subjects' answers, considering both facts and context

- ★ **Assessing Non-Verbal Behaviors**

- Apply recent research showing that body language can mislead; instead, learn to use observable behaviors to strengthen interviews

Mastering Interview and Interrogation Techniques for Investigators and First Responders

Instructor: Stan Walters

Course Overview

This program addresses a common gap in law enforcement and investigative work: highly capable investigators often underperform in interviews because they lack advanced, scientifically sound interviewing skills.

The course identifies the root causes of ineffective interviews:

1. No formal training, leading to inconsistent or unproductive outcomes.
2. Poor or outdated training, resulting in incomplete or contaminated interviews.
3. Reliance on unscientific concepts and myths, which leads to misdiagnosed deception, alienated victims/witnesses, and misidentified suspects.
4. Use of flawed techniques, which increase liability for both the interviewer and their agency.

The solution is a narrative-based approach rooted in empirical behavioral research, designed to improve both the quality and quantity of information obtained in interviews. This training is part of Walters' Practical Kinesic Interview and Interrogation series, emphasizing behavioral analysis and scientifically validated methods.

Course Objectives

Attendees will learn to:

- ★ **Conduct Effective Narrative-Based Interviews**
Master methods that let the subject provide more complete, unprompted information
- ★ **Apply 8 Principles to Improve Interviews**
A practical framework to enhance consistency and reliability
- ★ **Recover Up to 60% More Information**
Proven techniques to extract significantly more detail from victims, witnesses, and suspects
- ★ **Identify 3 Characteristics of Successful Interviews**
Recognize what separates a high-value interview from a failed one
- ★ **Understand Why Deception Detection Often Fails**
Learn the three most common mistakes investigators make when assessing truthfulness
- ★ **Avoid Subject Contamination**
Prevent leading questions, biases, and assumptions from distorting statements
- ★ **Recognize Interviewer Errors that Cause False Confessions**
Explore three specific mistakes that compromise the integrity of statements
- ★ **Handle the 5 Subject Response Behaviors**
Learn to adapt strategies depending on subjects' anger, depression, denial, bargaining, or acceptance
- ★ **Differentiate Between Influence, Persuasion, Manipulation & Coercion**
Gain an ethical and practical understanding of how to use influence appropriately in interviews



LEGAL

Arrest, Search and Seizure: Constitutional Issues Impacting Law Enforcement Operations

Instructor: Jack Ryan or Mike Fallon

Course Overview

Law enforcement officers are often highly skilled in tactical and technical areas (e.g., forced entry, defensive tactics, firearms), but those skills are only lawful and effective if applied within the boundaries of constitutional law.

This course equips officers and supervisors with the legal knowledge and decision-making framework necessary to ensure that arrests, searches, seizures, and related law enforcement actions are both effective and constitutionally sound.

It emphasizes recent Supreme Court rulings, federal and state case law, and evolving legal standards that directly impact day-to-day operations

Course Objectives

★ Arrest

- ◆ Understanding probable cause as the foundation of all arrests
- ◆ Distinguishing public arrests vs. arrests in vehicles vs. residences

★ Search Incident to Arrest

- ◆ Components and scope of lawful searches incident to arrest
- ◆ Impact of the most recent Supreme Court decisions in defining permissible boundaries

★ Use of Force in Stops and Arrests

- ◆ Review of national legal trends on use of force
- ◆ Balancing officer safety with constitutional rights during stops and custodial arrests

★ Strip Searches

- ◆ Defining when strip searches are legally permissible
- ◆ Avoiding constitutional violations that may result in liability

★ Property Seizure

- ◆ Rules on seizing property during investigations
- ◆ When officers can seize property possessed by others
- ◆ Proper legal disposition of seized property

★ Home Entries

- ◆ Legal mechanisms for entry into dwellings or private property
- ◆ Topics include:
 - o Search and arrest warrants
 - o Exigent circumstances
 - o Consent searches
 - o Plain view doctrine in a home
 - o Protective sweeps
 - o Third-party privacy rights
 - o Knock vs. no-knock entries
 - o Legal issues surrounding crime scenes

★ Plain View

- ◆ Practical exercises on applying the plain view doctrine
- ◆ When evidence or contraband may be seized without a warrant

★ Motor Vehicle Searches

- ◆ Legal frameworks for common vehicle search scenarios, including:
 - o Ordering occupants out
 - o Reasonable suspicion-based searches
 - o Probable cause-based searches
 - o Search incident to arrest within a vehicle
 - o Consent searches
 - o Canine sniffs

★ Identification Procedures

- ◆ Legal standards for lineups, photo arrays, and show ups
- ◆ Understanding how flawed procedures can jeopardize prosecutions

★ Questioning and Miranda

- ◆ Review of Miranda v. Arizona foundations
- ◆ Impact of recent case law on custodial questioning and admissibility of statements

Emerging Legal Trends for Supervisors and Law Enforcement Officers

Instructor: Jack Ryan

Course Overview

Over the past two decades, U.S. law enforcement has faced heightened scrutiny due to the litigious nature of society and the inherently high-risk aspects of policing—such as use of force, pursuits, and arrests.

This course provides officers, supervisors, and agency leaders with a working knowledge of developing laws on police liability, discipline, and accountability. Participants learn how court decisions define acceptable conduct and how failure to adapt can lead to:

- Civil lawsuits and monetary damages.
- Loss of credibility for agencies.
- Personal accountability for officers and supervisors.
- In extreme cases, criminal sanctions.

The training is designed to help agencies assess and reduce risk exposure by examining evolving legal standards and practical applications in daily operations.

Course Objectives

- ★ **Liability for Government Entities**
 - ◆ Overview of exposure risks facing police
 - ◆ Historical development of liability law
- ★ **Tort Law and Police Liability**
 - ◆ Types of claims commonly brought against officers/agencies
- ★ **Use of Force**
 - ◆ Contemporary case law shaping deadly and non-deadly force standards
 - ◆ Landmark rulings: Tennessee v. Garner and Graham v. Connor
- ★ **False Arrest / Malicious Prosecution / Seizure Claims**
 - ◆ Liability where force isn't used but rights are allegedly violated
- ★ **Duty to Protect & Public Duty Doctrine**
 - ◆ Limits of officers' duty to protect
 - ◆ Exceptions that create liability exposure
- ★ **Arrestee Suicides & Medical Needs of Prisoners**
 - ◆ Officers' obligations regarding detainee safety and medical care
- ★ **High-Speed Pursuit & Emergency Vehicle Operations**
 - ◆ Legal standards from Lewis v. Sacramento and evolving pursuit policies
- ★ **Supervisor Liability**
 - ◆ How supervisory decisions can create personal and agency liability
- ★ **Agency Liability**
 - ◆ Civil rights claims under federal law
 - ◆ State tort law and agency responsibility
- ★ **Risk Assessment & Risk Reduction**
 - ◆ Practical methods to evaluate and mitigate liability risks
- ★ **Qualified Immunity**
 - ◆ Current laws of qualified immunity for officers
 - ◆ How courts are narrowing or clarifying its application
- ★ **New Legal Trends**
 - ◆ Latest claims and defenses in police liability litigation.
 - ◆ Forward-looking insights into emerging areas of legal risk

Investigating Internal Affairs, Citizen Complaints and Officer Discipline

Instructor: Jerry Rodriguez

Course Overview

This course provides a comprehensive foundation in Internal Affairs (IA) investigations and officer discipline.

It is designed for:

- IA investigators (sworn and civilian)
- Correctional supervisors
- First-line supervisors managing professional standards or conducting personnel complaint investigations

The program emphasizes national best practices and practical strategies for handling both citizen-initiated and department-initiated complaints. It covers the legal framework, employee rights, and public trust factors, ensuring investigations are timely, thorough, transparent, and defensible.

Course Objectives

- ★ **Professional Standards Investigative Model** – Apply best practices to produce impartial, fact-based, and professional reports
- ★ **Agency-Wide Culture of Professional Standards** – Build consistent practices across the organization to manage complaints and discipline effectively
- ★ **Identifying At-Risk Behavior** – Recognize early warning signs of officer misconduct or problematic behavior before escalation
- ★ **Complaint Intake & Case Management** – Master the intake, classification, and assignment process for both internal and external complaints
- ★ **Evidence Gathering & Preliminary Investigation** – Conduct proper evidence collection and evaluation to ensure credibility
- ★ **Bifurcated Investigations** – Distinguish between criminal investigations and administrative reviews
- ★ **Interviewing Accused Employees** – Develop fair, legally sound methods for officer interviews
- ★ **Report Writing & Case Presentation** – Prepare investigative reports that meet legal and professional standards
- ★ **Legal Aspects & Employee Rights** – Understand the laws and due process protections that govern IA investigations
- ★ **Community Impact** – See how transparent IA processes enhance community trust and agency legitimacy

National Internal Affairs Training and Certification

Instructors: Jack Ryan, Jerry Rodriguez and Lou Reiter

Course Overview

This seminar provides comprehensive training and professional certification for those engaged in Internal Affairs (IA), Professional Standards, and Administrative Investigations.

It is designed for:

- IA investigators and supervisors
- Risk management personnel
- Human resources professionals in public safety
- Both seasoned IA veterans and newly assigned staff

The program establishes professional credibility through certification, ensuring participants meet the highest academic, professional, and ethical standards. Certification represents both competency and a commitment to continuing education in the Internal Affairs field.

Course Objectives

WHY GET AN IA CERTIFICATION?

- ★ Demonstrates expertise and professionalism in IA investigations
- ★ Enhances credibility and impartiality in sensitive, high-profile cases
- ★ Strengthens both agency integrity and community trust
- ★ Provides recognition through a nationally standardized process
- ★ Helps investigators stay current with emerging trends and case law

Certification and Re-Certification

THE INTERNAL AFFAIRS CERTIFICATION PROCESS

- ★ 5-Day Training Course: Required attendance covering IA/OPS core content
- ★ Written Examination: Multiple-choice test covering material from the course
- ★ Essay Requirement: 500-word essay on an IA subject chosen from a provided list

RE-CERTIFICATION REQUIREMENT

To maintain status as a Certified Internal Affairs Investigator/Supervisor, graduates must:

- ★ Attend one Internal Affairs training program within the 3-year certification period
- ★ Complete one Professional Internal Affairs Certification Course before certification expiration

INTERNAL AFFAIRS CERTIFICATION CREDENTIALS

- ★ **Certificate of Completion** (for the 5-Day PSIAI Training Course)
- ★ **Certification Credential Card** (with name and certification dates)
- ★ **Formal Certification Certificate** (designating Internal Affairs Certified status)
- ★ **Legal Update Bulletins** (electronic distribution to keep skills current)



JAIL

Administrative Investigation of Jail/Correction Officer Misconduct

Instructor: Jeff Carter

Course Overview

The credibility and effectiveness of a jail or correctional facility rest on the integrity, professionalism, and sound decision-making of its correction officers and supervisors. Because correctional facilities are highly scrutinized environments, misconduct or poor decisions by staff can quickly damage both public trust and institutional reputation.

This course emphasizes how the administrative investigation and disciplinary process safeguards four critical elements:

1. Aggrieved Inmate
2. Accused Officer
3. Correctional Facility
4. Community Served

By adopting a structured and fair administrative investigation process, agencies can reduce complaints, lawsuits, and losses while enhancing professionalism and accountability.

Course Objectives

- ★ **Protecting Inmate Rights** – Ensure inmates who believe they’ve been mistreated are treated with respect and given a fair process to be heard
- ★ **Protecting Officer Rights** – Guarantee dignity, fairness, and due process for accused officers, recognizing that most will remain part of the staff after investigations
- ★ **Protecting Facility Reputation** – Strengthen the facility’s credibility by implementing systems to identify and address misconduct promptly and effectively
- ★ **Protecting Community Trust** – Understand that the community’s tolerance or rejection of corruption, abuse, or neglect directly impacts correctional standards and expectations
- ★ **Balanced Outcomes** – Learn how administrative investigations can serve all stakeholders—inmates, officers, the facility, and the community—while improving operations and reducing liability

Best Practices for Jail/Corrections: From Intake and Beyond

Instructor: Tracey Reed

Course Overview

This course provides correctional officers and supervisors with practical tools to manage inmate intake, classification, health, safety, and liability concerns throughout the incarceration process. It emphasizes prevention, recognition, and intervention skills while balancing inmate rights, staff responsibilities, and agency liability.

By focusing on both operational best practices and legal standards, the course equips participants to reduce risk, protect inmate rights, and enhance the overall professionalism of correctional facilities.

Course Objectives

★ Health Care Screening

- ◆ Develop interviewing and observation skills to perform effective medical intake screenings

★ Intoxication & Withdrawal

- ◆ Recognize symptoms of substance intoxication and withdrawal
- ◆ Learn when medical intervention is necessary and understand potential adverse effects

★ Mental Health & Suicide Prevention

- ◆ Identify suicide risk behaviors and understand how substance abuse and mental illness contribute to suicide
- ◆ Learn prevention and early intervention strategies to mitigate risks

★ Objective Classification Basics

- ◆ Understand the classification process to identify “red flags” and determine housing needs
- ◆ Review the legal implications of the Duty to Protect

★ Offender Manipulation

- ◆ Learn methods inmates use to manipulate staff and strategies to prevent or counter manipulation

★ Inmate Rights

- ◆ Review offender rights, particularly around medical and mental health care
- ◆ Discuss U.S. Supreme Court decisions that established standards for adequate inmate healthcare and staff liability

★ I Have Been Sued, Now What?

- ◆ Examine high-risk tasks in jail operations that create liability exposure
- ◆ Learn why proactive policies, procedures, and post-incident reviews are critical
- ◆ Understand the importance of documentation in defending against lawsuits

Critical Tasks in Jail/Correction Operations and Reducing Liability

Instructor: Jeff Carter

Course Overview

This course provides correctional leaders and officers with practical strategies to reduce liability and improve operations in jail and correctional environments.

By focusing on high-risk operational areas, the program prepares participants to address legal, medical, and security challenges, while implementing best practices that enhance safety, compliance, and defensibility against litigation.

Course Objectives

★ Mental Health & Suicide Awareness

- ◆ Understand recommended approaches to identifying and managing high-risk inmate populations

★ Investigating In-Custody Deaths

- ◆ Learn best practices for conducting investigations into inmate deaths
- ◆ Focus on preventing future deaths and preparing defensible documentation for current cases

★ Legal Updates & Best Practices for Corrections Officers

- ◆ Review current legal standards governing:
 - Use of Force
 - First Amendment rights
 - Religious accommodations
 - Strip searches
 - Grievance procedures
- Analyze recent case law and develop strategies to defend against litigation

★ PREA Law & Transgender Inmates

- ◆ Review requirements under the Prison Rape Elimination Act (PREA)
- ◆ Understand best practices for ensuring the safety, rights, and security of transgender inmates

★ Intoxication & Withdrawal in Jails

- ◆ Train staff to recognize substance-related behaviors and make appropriate medical or mental health referrals

★ Medical Best Practices

- ◆ Cover essential medical protocols, including:
 - Intake screenings
 - Handling inmate medical requests
 - Medication dispensing
 - Sick-call procedures

★ Cell Searches, Shakedowns & Body Scanners

- ◆ Explore methods to prevent contraband, including pat/frisk and strip searches, mail and perimeter checks, vehicle searches, and effective documentation

★ Use of Force – Response to Inmate Aggression

- ◆ Examine why the use of force is one of the top causes of correctional litigation
- ◆ Apply best practices to ensure actions are lawful, necessary, and defensible

★ Safety Observations & Security Checks

- ◆ Reinforce the importance of proper security rounds
- ◆ Review available tools and best practices for documenting and verifying checks

FTO for the Corrections Officer

Instructor: Steve Kellams

Course Overview

This course prepares participants to serve as Field Training Officers (FTOs) for correctional staff. It is built around a modified “San Jose” model, one of the most widely adopted frameworks for FTO programs across the U.S.

The training equips new FTOs with the knowledge, techniques, and instructional skills needed to train, evaluate, and mentor correctional officers effectively. The focus is on building professionalism, confidence, and accountability in both trainers and trainees, ensuring that correctional facilities maintain high operational standards.

Although tailored to corrections, many of the lessons apply broadly to other FTO programs in law enforcement.

Course Objectives

- ★ **Program Models** – Compare the “San Jose” model with other common FTO program approaches.
- ★ **Lesson Plans vs. Check-Off Lists** – Understand how structured lesson planning differs from simple evaluation checklists
- ★ **Role & Demands of FTOs as Instructors** – Recognize the instructional, supervisory, and leadership responsibilities of an FTO
- ★ **Common Rating Errors** – Learn five frequent mistakes in performance rating and how to avoid them
- ★ **Adult Learning Theory** – Apply principles of how adults learn to make training more effective and engaging
- ★ **Liability Issues** – Understand the legal and administrative risks tied to training and evaluations
- ★ **Performance Evaluations** – Gain proficiency in applying rating scales and reference numbers to assess trainees fairly and accurately
- ★ **Daily Observation Reports** – Learn how to properly document training and trainee performance each shift
- ★ **Counseling New Officers/Deputies** – Develop communication skills to provide constructive feedback and address performance issues
- ★ **Problem-Solving Skills** – Acquire techniques to help trainees overcome challenges in the correctional environment
- ★ **Mentorship** – Learn how to serve as both a trainer and a role model for new officers

Jail/Correction Liability, Risk Management and Legal Issues Conference

Instructor: Jack Ryan, Jeff Carter, Tracey Reed, Lisa Farmer

Course Overview

This conference focuses on the legal and liability challenges facing jails and correctional facilities. While correctional officers often fear liability for every decision, the reality is that courts generally reserve sanctions for egregious misconduct.

The program explores how lawsuits arise, the theories plaintiffs use, and the mechanisms of liability under federal and state law. Attendees gain practical insight into risk management strategies, lawsuit prevention, and legal defenses available when cases proceed to court.

The course blends real-world case studies, legal theory, and updates on federal and civil rights law to highlight the critical operational areas most likely to result in liability.

Course Objectives

★ Why Agencies Lose Lawsuits

- ◆ Review recent high-profile settlement and verdict examples, such as:
 - o Snohomish County jail death: \$2.5 million
 - o Allegheny County inmate pregnancy loss settlement
 - o Sandra Bland case: \$1.9 million plus mandated policy changes
 - o Jail meth death case: \$2.3 million
 - o Federal jury verdict against prison healthcare provider: \$11.9 million for psychiatric neglect and punitive damages

★ Overview of Jail Liability

- ◆ Understand the scope of liability:
 - o Courts typically avoid second-guessing proper officer actions
 - o Sanctions target only the most serious misconduct
 - o Different levels of liability apply depending on circumstances

★ Civil Actions – Intentional Torts

- ◆ Elements of liability when plaintiffs suffer harm from an officer's breach of duty

★ Federal Lawsuits – 42 U.S.C. §1983

- ◆ How civil rights claims against jails are framed
- ◆ Importance of agency liability: plaintiffs must prove agency wrongdoing (no vicarious liability)

★ Pattern and Practice Lawsuits – 42 U.S.C. §14141

- ◆ Prohibits agencies from systemic civil rights violations
- ◆ Explores how DOJ and plaintiffs build pattern/practice cases

★ Defense Strategies: Judgment & Qualified Immunity

- ◆ Summary Judgment: Even if facts are assumed true, no constitutional violation occurred
- ◆ Qualified Immunity: Even if there was a violation, the law wasn't "clearly established" at the time

Jail Intake and Classification

Instructor: Lisa Farmer

Course Overview

This course provides a step-by-step framework for the critical early stages of jail operations—from assuming legal custody of an arrestee to intake screening, assessment, and housing classification.

The focus is on equipping intake and classification officers with the skills and tools to:

- Identify risks during initial screenings.
- Handle challenges related to drugs, contraband, and mental illness.
- Reduce jail liability through thorough documentation and objective decision-making.
- Apply a validated classification system to ensure safe housing and reduce the risk of violence or litigation.

The training also addresses restrictive housing practices, stressing legal considerations and the importance of limiting its use to only the most necessary situations.

Course Objectives

★ Intake Screening

- ◆ Conduct detailed, accurate, and documented intake screenings
- ◆ Identify and respond to risks related to substance use, withdrawal, or concealed contraband
- ◆ Recognize severe mental health issues or co-occurring disorders
- ◆ Understand how careful observation and assessment can save lives and reduce liability

★ Jail Classification

- ◆ Learn the history and evolution of inmate classification and housing
- ◆ Implement an Objective Jail Classification System (OJCS) to improve safety and fairness
- ◆ Compare objective vs. subjective systems, and why objective systems better protect staff, inmates, and agencies

★ Restrictive Housing

- ◆ Explore current requirements and restrictions on the use of restrictive housing
- ◆ Understand its proper role, limited use, and the legal implications of misapplication

★ Inmate Discipline

- ◆ Review fair and consistent disciplinary practices
- ◆ Ensure disciplinary measures align with legal standards and facility policies

Leadership Skills for Today's Jail/Correctional Officers

Instructor: Jeff Carter

Course Overview

This course emphasizes the critical role of leadership in correctional environments, where the effectiveness of operations depends heavily on staff morale, communication, and direction.

A bad leader undermines morale, creates resentment, and increases liability for the agency, while a good leader inspires purpose, acknowledges achievement, and drives strong performance—even in routine tasks.

This program equips both newly promoted supervisors and seasoned command staff with practical tools to enhance their leadership approach, improve staff response, and strengthen agency culture.

Course Objectives

- ★ **Becoming a Good Communicator** – Learn techniques to clearly convey expectations, listen actively, and foster trust
- ★ **The Importance of Training Staff** – Understand how ongoing staff training enhances performance, morale, and safety
- ★ **Management Styles & Servant Leadership** – Explore leadership styles and learn how adopting a servant leader mindset can strengthen staff loyalty and effectiveness
- ★ **How to Be a Positive Role Model** – Demonstrate integrity, professionalism, and accountability in daily work
- ★ **Leadership in Security Operations** – Apply leadership principles to security-focused correctional tasks, ensuring consistency and accountability
- ★ **Employee Discipline & Counseling** – Address performance and behavioral issues with fairness, dignity, and effectiveness
- ★ **Helpful Hints in Leadership** – Gain practical, experience-based strategies for leading teams in high-stress environments

PREA Investigator Training for Allegations of Inmate Sexual Abuse

Instructor: Jeff Carter

Course Overview

This 2-day training is designed for individuals responsible for investigating allegations of sexual abuse and sexual harassment of inmates in facilities, covering both administrative and criminal investigations.

The seminar aligns with PREA Standard 115.34(b) and addresses:

- Why these investigations are different.
- Specialized skills and knowledge required.
- How sexual abuse victims may respond.
- Techniques for interviewing sexual abuse victims.
- Proper use of Miranda and Garrity Warnings.
- Evidence collection and preservation in confinement settings.
- Maintaining objectivity and investigative integrity.
- Criteria and evidence needed for administrative findings and criminal prosecution.

Course Objectives

By the end of this training, participants will:

- ★ Understand the unique nature of investigating sexual abuse in confinement
- ★ Know effective techniques for interviewing sexual abuse victims
- ★ Apply the proper uses of Miranda and Garrity Warnings
- ★ Use correct techniques for the collection and preservation of physical evidence
- ★ Apply best practices for reaching investigative conclusions
- ★ Describe the level of evidence required to substantiate both administrative and criminal findings

Supervising and Managing Jail/Corrections Operations

Instructor: Lisa Farmer

Course Objectives

★ Jail Intake Screening: Where Jail Liability Starts

Jails face increasing challenges with arrestees smuggling deadly drugs, concealing substances, or entering with severe mental illness (or both). Intake officers, being the first point of contact, play a crucial role in accurate screening and documentation. A detailed intake screening and assessment tool, combined with officer observations, reduces liability, improves inmate safety, and can save lives. This block covers taking legal custody, intake screening, assessment, and classification for housing assignments.

★ Jail Classification

An objective classification system is essential to maintain jail safety and security. This section explores the history and evolution of classification, the components of a valid objective system, and why subjective systems are inadequate. It also addresses changing requirements for Restrictive Housing and emphasizes its use only as a last resort.

★ Special Housing

Focuses on suicide prevention, mental health care, and detox management. High-risk inmates require ongoing assessments from intake through incarceration. Real case studies highlight failures and lessons learned where assessments were not properly conducted.

★ Restrictive Housing of Jail Inmates

Explores various forms (lockdown, solitary confinement, administrative segregation, disciplinary segregation) and their risks when used long-term. Reviews guidelines, evolving state restrictions, and national efforts to reduce restrictive housing, especially for vulnerable populations.

★ De-Escalation

Practical and empathetic communication techniques for managing difficult situations without force. Covers verbal strategies, tone, pacing, body language, posture, gestures, and active listening skills. This block emphasizes reducing tension and fostering cooperation.

★ Inmate Manipulation

Identifies manipulation tactics used by inmates, how they select targets, and how officers can recognize and stop manipulation. Includes case studies and inmate testimonials, plus an examination of how manipulation sometimes occurs among staff members.

★ Leadership

Examines effective vs. ineffective leadership in corrections. Participants reflect on personal experiences, emotional intelligence, ethics, power, influence, and culture in shaping leadership.

★ Stress Management

Addresses the stress of working in law enforcement, focusing on self-awareness, work-life balance, and practical stress-reduction techniques. Includes a personal assessment exercise and demonstrations of methods to use when stress builds at work.

LLRMI Instructors

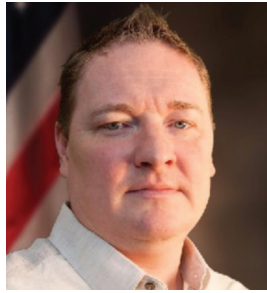
For more information about our instructors please visit
<https://www.llrmi.com/trainings/#instructors>



Bill Backus



Rick Baker



Glenn Bard



Brian Batterton



Scott Campau



Jeff Carter



Stacey Chepren



Mike Fallon



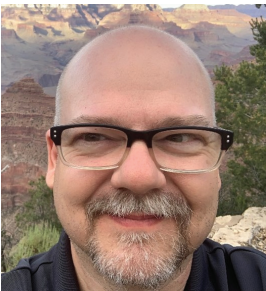
Lisa Farmer



Matt Greeley



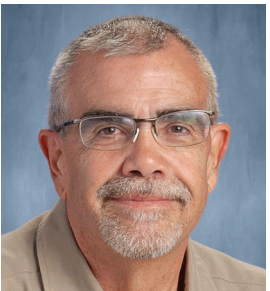
Mike Irwin



Steve Kellams



Robert Lowery Jr.



Mark Lowther



Tom Martin



Mike Murphy



Jonathan Pelletier



Joseph Rauch



Tracey Reed



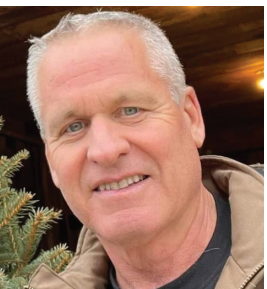
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