



**MIKE DEWINE**  
★ OHIO ATTORNEY GENERAL ★



Ohio  
Peace Officer Training Commission  
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**Ohio Peace Officer Training Commission**  
**Thursday, July 13, 2017**  
held at the  
**Ohio Peace Officer Training Academy**  
1650 State Route 56 SW  
London, Ohio 43140

**Minutes**

**I. Opening**

**Call to Order**

Chair Vernon Stanforth called the meeting to order at 10:00 a.m.  
Colonel Pride led the Pledge of Allegiance.  
Ms. Donna Long called the Roll Call.

**Commission members present**

Chair, Sheriff Vernon P. Stanforth  
Chief Kimberley Jacobs  
Dr. Emily Passias  
Colonel Paul Pride  
Mr. Stephen Schumaker  
Dr. Reginald Wilkinson

**Commission members absent**

SAC Stephen Anthony  
Chief Clayton Harris  
Sheriff Michael Heldman

**Guests and Staff**

**Attorney General's Office**

Ms. Julia Brinksneider  
Mr. James Burke  
Ms. Jill Cury  
Ms. Mary Davis  
Ms. Courtney DeLong  
Ms. Arienne Fauber  
Ms. David Henry  
Mr. Justin Hykes  
Ms. Donna Long  
Mr. Tony Ortiz  
Ms. Sarah Pierce  
Ms. Alice Robinson-Bond  
Mr. Eric Schaefer  
Ms. Lori Wachtel

Attorney General's Office  
OPOTA Director of Advanced Training  
OPOTC Staff  
OPOTC Executive Director  
OPOTC Staff  
OPOTC Staff  
OPOTC Staff  
OPOTC Deputy Director  
OPOTC Staff/OPOTC Secretary  
OPOTC/AGO Staff  
Attorney General's Office  
OPOTC Deputy Director  
OPOTC Staff  
OPOTC Staff

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## Guests

Capt. Art Combest	Ohio State Highway Patrol
Mr. Tim Kraft	Auditor of State
Mr. Bob Meader	Columbus Police Department
Ms. Lisa Murray	Columbus Police Department
Director Kevin Reardon	Central Ohio Technical College
Sgt. Ted Reardon	Columbus Police Department
Mr. Shawn J. Smith	Cleveland Police Department
Commander Anne Strouth	North Central State College
Mr. Ellis Willis	Sinclair College
Major David Wiseman	Delaware County Sheriff's Office
Lt. Tom Zawada	Springfield Police Department

## II. Chair Report

**Sheriff Vernon Stanforth**  
**Chair**

Chair Stanforth welcomed the guests and asked those in attendance to introduce themselves and then moved for approval of the minutes.

### MOTION

**Dr. Wilkinson moved that the minutes of the May 11, 2017, meeting be approved. The motion was seconded by Chief Jacobs. No discussion was forthcoming; a vote was taken and passed unanimously. Yes-6 / No-0**

There was nothing to report at this time, concluding the Chair report.

## III. Curriculum Committee

**Chief Kimberely Jacobs**  
**Committee Chair**

Chief Jacobs and the curriculum committee met at 9:00 a.m. prior to the commission meeting. The first item discussed was adding 8 hours of subject control to the Humane Agent Curriculum. The Ohio Humane Agent Training Audit Sheet (**Addendum A**) was in each packet showing the current curriculum.

This training is done every quarter and available to the agencies who want to send their agents through the course. After signing the notice of hire their agency sends them to this training. They aren't appointed until after they have taken and passed the training. The 8 hours of subject control would be added on to the current 26 hours. The Curriculum Committee voted and recommends approval to add that 8 hours of subject control training to the Humane Agent Training curriculum.

### MOTION:

**Chief Jacobs made the motion for approval to add an 8 hour Subject Control topic to the Humane Agent curriculum. Mr. Schumaker seconded the vote. A vote was taken and passed unanimously.**  
**Y-6 / N-0**

OHIO PEACE OFFICER TRAINING COMMISSION

A proposal was made to increase the time for the review of the basic training lesson plans. Currently, every 3 years, lesson plans are reviewed and updated if needed. The proposal is to change the review cycle from every 3 years to every 5 years; with the understanding instructors have the option of asking for review at any time during that 5 year process. The Commission has the ability to direct a review of the curriculum and there are various ways to have curriculum reviewed prior to that 5 year cycle. This would be tied to the JTA (Job Task Analysis) so the lesson plans would be relevant to the current analysis of the JTA. The Curriculum Committee voted and recommends approval of changing the review cycle from 3 years to 5 years. **(Handout 1)**

**MOTION:**

**Chief Jacobs made the motion for approval of the increased review of basic training lesson plans from the current 3 years to 5 years, as discussed above. Dr. Wilkinson seconded the vote. A vote was taken and passed unanimously. Y-6 / N-0**

That concluded the Curriculum Committee report.

**IV. Legislative Committee**

**Chief Clayton Harris  
Committee Chair**

Committee Chair Harris was absent for the meeting and the report was covered in the Executive Director's Commission and Academy report. That concluded the Legislative Committee report.

**V. House Committee**

**Colonel Paul Pride  
Committee Chair**

Colonel Pride stated there was nothing new to report. That concluded the House Committee report.

**VI. Continuing Professional Training Committee**

**Sheriff Michael Heldman  
Committee Chair**

Committee Chair Heldman was absent for the meeting and the report was covered in the Executive Director's Commission and Academy report. That concluded the Continuing Professional Training Committee report.

**Staff Reports**

**VII. Commission And Academy Updates**

**Mary Davis  
Executive Director**

Ms. Davis reported on House Bill 49, the biennium budget which was passed and how it relates to CPT (Continuing Professional Training) and its effects on the Commission. Unlike the last biennium budget, there weren't any additional monies put into this current biennium budget to support CPT; not in terms of providing OPOTA money to development and provide CPT trainings, or for reimbursement. So, unless a funding source comes forward between now and the September 14<sup>th</sup> meeting which the commission would vote on CPT, there will not be reimbursement monies to mandate 2018 CPT.

Dr. Wilkinson asked if the budget was even level with the last biennium? Ms. Davis explained money was taken from the budget.



OHIO PEACE OFFICER TRAINING COMMISSION

The second way the biennium budget affects CPT is a provision put into the bill revising the Ohio Revised Code section 109.803, which would require the Commission to set rules: (1) allowing up to 4 hours of CPT credit to be given for teaching K-12 drug prevention curriculum; (2) allowing these teaching hours to be transferred to other officers; and (3) prohibiting these hours to offset required hands-on training.

Chair Stanforth stated, so we are now doing CPT by osmosis? Ms. Davis responded there were testimony for CPT. Ms. Davis responded, yes. For example, if they were to teach 12 hours, they can take the remaining hours after they take their 4 hours and give them to other officers in their department to use for their CPT credit.



Mr. Hykes responded the Commission has to write these rules. The rules can be a lot more restricted in terms of each hour you teach you get 15 minutes of credit or something like that. We could have a rule say you don't get reimbursement if that is how you are choosing to get your CPT hours. We don't have to just say yes you get your hours, there can be strings attached to the rule(s) or qualifications in terms of how many hours can be allowed. We can define the training we require. There are different ways to address this. There will probably be some rules for the commissioners before the next commission meeting.



Dr. Wilkinson asked if these rules would have to go through JCARR for approval? Mr. Hykes stated yes. Chief Jacobs asked if this training program will be a formal training program or does someone just say, I am teaching kids. Mr. Hykes stated their curriculum has to be evidence based. Chief Jacobs responded then it's not a set curriculum. Dr. Wilkinson asked what is evidence based? Mr. Hykes stated we can also make rules on what lesson plans we would allow, would the lesson plans need to be reviewed by the Commission prior to being approved. Dr. Wilkinson asked who determines what evidence based is? Dr. Passias responded to evidence based and to federal education law. We are required to use evidence based practices in education. Dr. Passias offered to submit a federal guidance of what evidence based means and looks like in an education setting to Mr. Hykes. It also has the Department of Education as proposing it and implementing it as they implement a new federal law that requires that evidence based practice.

Dr. Wilkinson responded it needs to be tied to something official. It probably says it is tied to clinical trials, and random mass clinical trials and all those kind of things. Dr. Passias agreed and can't be done in the classrooms because of ethical issues. There is a framework that lists different types of evidence that you can use to say yes this curriculum is good and shows good outcomes. It includes everything from studies where you have randomized controlled treatment of students all the way down through less rigorous academic standards. Dr. Wilkinson responded the language today is when those things come up is more evidence informed. Dr. Passias agreed, stating the language of the federal law on the education side very clearly says evidence based, not sure if that is where the language was pulled from. Ms. Davis asked Dr. Passias to email the information to Mr. Hykes; allowing him to work on it and bring something back to the September 14<sup>th</sup> meeting. Chief Jacobs asked if there was a term before evidence based came along? Dr. Wilkinson stated yes, data driven and data informed. Chief Jacobs asked how did we describe lesson plans before evidence based came along? Dr. Passias responded research based is one that has been around. The current version of the education law passed in 2015. It was the first education law to really specify; yes states and locals you need to be using practices that actually work.

Ms. Davis continued with the other item of the biennium budget. There will be a revision to Ohio Revised Code Section 109.71 which establishes the membership of the Commission. There will

OHIO PEACE OFFICER TRAINING COMMISSION

be a tenth member on the commission who will represent a fraternal police organization. Dr. Wilkinson stated union. Ms. Davis responded yes.

Chair Stanforth asked when? Ms. Davis responded we believe within 90 days of document being signed. So within the next 90 days there will be individuals representing that organization submitting the applications to the Governor's office. Ms. Davis stated they are not required to go through the Attorney General's Office first. Mr. Schumaker stated there are a number of fraternal organizations that represent law enforcement in the state of Ohio.

Ms. Davis spoke about the certification staff and their two main functions. One is to oversee all the basic academies that are ran for certification and other side is ongoing certification standards, agency rosters, and interaction with law enforcement agencies.



In June, through Lean Ohio, the certification staff did a Kaizen Event to look at their efficiencies and waste; looking particularly on the side of the house that does academy oversight. We call it the A-OK Kaizen for academy oversight.

In August we will be looking at the processes in terms of agency rosters, CPT and separation and appointments. Ms. Davis had never participated in a Kaizen Event and she couldn't be happier with the results. She was able to attend all 5 days, which was emotionally and mentally exhausting for everyone. She wanted to share some of the work they did and will be implementing the ideals that came from Kaizen.

A PowerPoint was shared with the commissioners and attendees. **(Handout 2)** Ms. Davis referenced page 3, slide number 2 which shows the baseline data. When we looked at the academies, we looked at our process from certifying the instructor and commander through schools running and the final result was an officer getting certified. When you look at our customer baseline we have over 400 commanders, nearly 1000 agencies that hire the officers we certify, and approximately 8500 students a year go through all our different basic programs. The instructor data is not included on the handout, but there are 1000s of certified instructors, that we oversee and process the renewals. There were nearly 8000 program certificates issued for completion of basic programs and over 1000 open enrollment letters issued, which are students who haven't gotten a certificate because they have not got an appointment. When you look at sheer volume of the work the staff does that these processes affect. On page 7, looking at our current state and then on the next page is what the process will bring it down to. A lot of this hinges on I.T. and this super computer system we have envisioned, which not only help us, but will help those in the field by being able to do things online, submit and prepopulate, and be more error free because it is being reviewed by a system prior to being submitted. The last item on page 11 shows a summarized score card of the efficiencies would be seen. Currently, we identified 213 steps for our current process, to go from certifying people to getting academies ran and people certified. In the end we are looking at that being 21 steps. This week was a lot of education for the staff, decision making, and speaking internally. We have different tools and ways of making systematic changes, which are well thought out. Lean Ohio did the training for free.

Dr. Wilkinson stated Kaizen means continuous improvement and doesn't end. Who will have the oversight for how well you have done and what has been accomplished? Is there an oversight committee and is there a staff person dedicated to this other than what the oversight committee is doing? Ms. Davis responded professional standards have three classifications of staff: 1) Field Agent; 2) Certification Officer; and 3) Administrative Professional II. There's one person representing each of the classifications heading up an implementation team to work through all

OHIO PEACE OFFICER TRAINING COMMISSION



the recommendations we want to implement. They will oversee different working groups that will not only consist of the rest of the staff; but also getting the outside prospective.

When we start Kaizen some commanders were invited to come in and give their input. We will be using them as part of our working groups. In 6 months the Kaizen team will check back in with us to see where we are in the process and to provide direction. Ms. Robinson-Bond stated they previously checked in at 1 month, 3 month and 6 month intervals, but with their shorter staff it may not be the same timeline.

It helped us to meet some of our advisory group recommendations. One of the biggest things is it has decreased the current process, allowing us to repurpose our field agents for more work in the field allowing them to be at the academies and see what is being done in person not just on paper. That will help with our increased oversight and quality control.

The next item discussed was the 5 year commander renewal. It was previously approved by the commission to initiate a 5 year renewal for all basic program commanders; previously these did not expire. The rule became effective on July 1, 2017. After reviewing the current commander population, there was a provision in the corrections commanders rule stating that certificates could be revoked if the commander had not held a school within the past 5 years. After verifying the list of commanders and looking at the curriculum changes, we revoked corrections commanders who were inactive for the last 5 years. There are 62 currently certified corrections commanders, we average 34 schools annually and still have plenty of certified commanders. Ms. Davis wanted to make the commission aware of this, especially the sheriff representatives. They have the majority of staff sent through correction schools.

Ms. Davis spoke with the commissioners regarding the May meeting when Mr. Hoch came and addressed the Commission. Mr. Hoch was a peace officer basic student that is a certified fire fighter and was completing basic for his fire department employment; but he couldn't pass the final physical fitness within the one year timeframe allowed. She was making the Commission aware that Mr. Hoch was filing a civil rights complaint against us claiming discrimination for disability that Mr. Henry and Ms. Davis will be answering. We have the choice of being involved in the mediation or just going to the investigation. She doesn't feel she has an answer they will be happy with, and doesn't feel mediation would be a good use of theirs or our time. So, they are answering and letting it go for an investigation. Chief Jacobs stated the only settlement they would be interested in would be him being able to have more time off. Ms. Davis replied correct.



The next item was to discuss the number of 119 hearings. It is becoming a regular occurrence for 119 hearings to be set for the afternoons following the Commission meetings. We have a number of them backing up due to only setting them up on months that we have Commission meetings. Ms. Davis asked Mr. Henry to speak with the Commission on some different options available in getting these hearings done quicker, and some of the concerns in having the appeal request extended for so long past the date they requested the appeal.




Mr. Henry stated we currently have approximately 10 letters of revocation. The vast majority of those were plea agreements, felony agreements, and things like that. But, there are a few that he wanted to bring to their attention. The current 119 Hearing with Franklin County will be day 4 of the hearing this afternoon. We have one scheduled for September for Mr. Keegan who has 6 allegations against him. In November we have one scheduled for Mr. McCue who has 7 allegations against him. The one that is scheduled for January 18, 2018, is for Mr. Duff who has 1 allegation against him. He filed his letter requesting a hearing on April 20, 2017; which is a very extensive period of time. Looking down the road we have 2 others, a chief of police and an

OHIO PEACE OFFICER TRAINING COMMISSION

officer; one has 8 allegations against him and will be coming out very shortly. There is another one under investigation that could within the next month file for 119 hearing who has several allegations against him.

Ms. Davis, Mr. Hykes, Ms. Robinson-Bond and himself met to discuss what can be done to cut down the time from someone requesting a hearing. It was suggested to have a hearing officer; the person could be any attorney from the Attorney General's Office with the exception of those involved here. We could possibility schedule two hearings a day for the small cases. It would be stuck to your scheduled meeting a year and could be done anytime. For example, in the Franklin County case we are having transcripts made and duplications as well as copies of all the evidence; we have added a different forum every day of the hearing. The transcripts were sent to all the commissioners, and both legal representatives. All these things would be done with the hearing officer too. That would be his suggestion for getting some of this hearing out of completed.



Dr. Passias asked for clarification, the hearing officer hears the case, makes a recommendation and then the Commission has the ability to either accept that recommendation or modify it? Mr. Henry stated exactly. The decision will be up to the Commission. Chief Jacobs asked how the process gets changed, is the Commission required to hear the appeals? Mr. Hykes responded there are no rules on it; it would just be the Commission's decision on how you want to hear the cases. Chair Stanforth replied his understanding is if we were to have an administrative hearing officer they would have the hearing, the officer would either concur with the executive director's decision or over-rule the executive director's decision. Then the matter could be brought to the Commission for review or appeal. Or we could accept the administrative hearing officer's decision or have our own hearing. Ms. Pierce explained the hearing officer would write a report and recommendation for the Commission. It would be pretty involved, almost like a court decision, laying out the facts as they find them and linking that up to the law. Then the Commission could review all the evidence and transcripts that were submitted and take pieces or parts of that if you agree with it or not. But, ultimately it would be the Commission's decision, the hearing officer wouldn't be making the decision and then an appeal, you'd be making the decision. They would be working just like a magistrate judge in a court, they would make evidence determinations and that sort of thing which the Commission could accept or not accept to make the ultimate decision.

Dr. Wilkinson asked if we planned to do this all the time or just when our dockets are overloaded? He believes there are times for the commissioners to know what the process looks like. He is afraid if it is dedicated 100% to a hearing officer that some way or another we are going to be losing some education as to what they are all about. Mr. Henry stated he doesn't believe it has to be every 119 appeal; it would be case by case. Ms. Pierce believes it could be done on case by case basis if you wanted to. It would be a motion and a decision by the Commission to refer a particular appeal to the hearing officer or if you wanted to, you could do a blanket motion where everything goes to the hearing officer. Dr. Wilkinson asked if the Commission hears a 119 hearing as opposed to a hearing officer is one going to have less weight if they appeal that to the common pleas court if they don't like our decision. Ms. Pierce stated it shouldn't because ultimately you as a Commission will always be making the decision. So, essentially you are putting someone in the middle to hear evidence, and make those kinds of decisions and then present to the commissioners a final product. It's to streamline the process, but ultimately it's going to be the Commission's decision no matter what. So, legally speaking, it won't have any difference.

Chair Stanforth presumes the Commission would know based on the appeal what it is really going to entail. We knew going into the Franklin County this was going to be a long process.

OHIO PEACE OFFICER TRAINING COMMISSION

There were complications and was multifaceted. Most appeals are on an issue which means it may be an hour discussion and an hour review and make a decision on many of them. We are also looking at time frames; he is rather concerned when we have an April notice and not going to hear it for several months. That's a due process issue that needs to be addressed. Historically, we don't have 119 hearings. They are usually resolved or they realize they are fighting a losing battle, and playing on our sympathy. We don't have a lot. For some reason we currently are having a lot and I don't know if it's the mindset of those people who think the state of Ohio owes me, or what. But, once we get over this influx of hearings things should get back to where we don't have a hearing every meeting. He suggests we try to get through these; having an administrative hearing officer appointed to do all these and get this back log caught up. Then by the first of the year we will have an idea where we stand and if we need to continue case by case, select an administrative hearing officer.

Chief Jacobs asked if it was possible for a brief to be submitted to the Commission explaining what they plan to present as the reason for the appeal? Then, the Commission could look at that brief and decide if we what to hear the case or send it to the administrative hearing officer. Chair Stanforth responded we could probably do almost all our hearing on briefs; that is what the appellate court does. Ms. Pierce stated that the difference between an appeal courts and this court is that you are taking evidence. In terms of submitting an intake brief, she will look into it, but under Chapter 119 we are required to schedule a hearing in a very short time, so we may be able to work it where we schedule it and set a briefing date and move forward from there. That is one wrinkle that she knows of in the law that might stand in the way of that process. Chief Jacobs commented if the defense attorney submitted a brief and a plan of what they wanted to submit as evidence and say we are going to call 20 witnesses, that may be enough information for the Commission to say let's get a hearing officer.

Ms. Davis asked Ms. Robinson-Bond at what point do we usually know what the defense case is going to look like because of witnesses? Ms. Robinson-Bond responded most of the appeals start out with someone representing themselves, and then later on getting an attorney. Their letters or emails asking for appeal usually already tell us why they disagree with us. But, I don't know if they would be able to say the number of witnesses they are planning. At that point they haven't spoken to an attorney and that could change.

Ms. Davis asked what's the time frame for setting the hearing? Ms. Pierce stated she believed it was 15 days initially. Chief Jacobs responded that is for scheduling the hearing, it doesn't mean having the hearing. If we schedule for January, we have complied. Ms. Pierce stated what is done technically now is we set the hearing date maybe a week later and then say that in the interest of the Commission schedule we are continuing hearing to new date all in the same letter. Dr. Wilkinson said the appeals court doesn't receive evidence. Ms. Pierce stated the appellate court doesn't receive evidence. Dr. Wilkinson asked so in this case, these are appealed to the common pleas court, so in this case the common pleas court would act as an appellate court. Ms. Pierce responded essentially yes. So you are sitting as a trial court and seeing the witnesses, accessing their credibility, and all those kind of things which is why a physical hearing is important. Mr. Schumaker responded another option would be to have 2 – 3 commissioners to hear the case and the rest of the commissioners review it by transcript, you could have a hybrid; where at least some commissioners are looking people in the eye and accessing their credibility, and asking the difficult questions. As a commissioner and a hearing, if they're testifying, we have the ability to ask some questions. If we're going by a transcript, we do not. He finds that be a great utility. Ms. Pierce replied like a panel.



Chair Stanforth responded we have done that in Richfield. We were going to have all the hearings for those from the northern area. Due to the lack of a quorum we couldn't have the Commission meeting, but were able to have the hearings with the 3-4 commissioners present. Dr. Wilkinson asked if all the options should be on the table? Chair Stanforth replied they've always been on the table. Mr. Henry stated the only purpose for bringing this up was so the Commission would know what is coming up in view of the Franklin County scenario. Dr. Wilkinson stated we should not be delaying hearing for 6 months. Mr. Schumaker stated they're all busy; we just have to figure out to get it in. Chief Jacobs agreed and stated getting only 2-3 commissioners for each hearing should make that a lot easier.

Ms. Davis replied we could look at setting supplemental dates just for hearings, providing the dates to all the commissioners; those who could make it, make it and those who can't would have the transcripts. Chair Stanforth added if no commissioners were available we could get administrative hearing officer from downtown. Chief Jacobs agrees with the first step down meeting with a small group of commissioners. Chair Stanforth agrees with Dr. Wilkinson, this is very educational for the commissioners to go through this process. He is reluctant to advocate any responsibility that is bestowed upon the office and that is one of the reasons as Chair he always opted for the Commission itself to be the hearing body. He also realizes they all have their own jobs and responsibilities in addition to the Commission. The sheer volume we are seeing is cumbersome. The Chair agrees to go ahead and schedule the 119 Hearings; then contacting the commissioners to see who is available. If one Commission member can hear it that will put everything on record and if we can't have a commissioner available we will go downtown for an administrative hearing officer. Dr. Passias stated that the board of education uses hearing officers on a regular basis; which works quite well. They hear the case, provide a report; a staff member walks them through the report from the hearing officer, the evidence, and transcript. The state board regularly makes amendments to the recommendations of the hearing officer, allowing them to still exercise their judgment and saving a great deal of time for staff. It does work quite well.

Ms. Davis asked if the hearings we have already continued out, and set for hearings on a continuance can we go back to them and say were going to try to get these all in within the next for months. Ms. Pierce stated yes, we could absolutely do that.

The last item Ms. Davis discussed was background checks for the private security schools. Under past administration it was decided that background checks for our private security firearm schools, would not be completed before the training was completed. Because of a timeframe issue with the students having to get background checks for us to go through the firearm training classes, and then when they went to public safety to get their firearms bearer cards, the timeframe they had in place was out of line and required a second background check to be done. It was decided that we wouldn't require them to have the background check prior to the training. There was always a concern of putting people in class not knowing if they had a weapons disability. We have had situations where people have gone through our training, gone to the Private Security Commission to get their card only to be denied due to the background check and it was determined the person is under disability.

Ms. Davis and Mr. Hykes recently went to meet the new executive director of the Private Investigators Security Guard Commission (PISGC), his staff, and an attorney. They discussed their concerns with the background checks, and that we wanted to re-implement that. They were very much in favor of it and it would help them too. They are looking at their timeframes and if those are set in policy, rule or code that says they can't be accepted out of a certain timeframe; they would like to be in line with our timeframe. The student would only have to get one

OHIO PEACE OFFICER TRAINING COMMISSION

background check done prior to the training, but it would be good for their certification process. Our meeting was very successful, it looks like we will be able to do it, and we just have to make sure the timeframe can be changed from the public safety side that their timeframe can be changed. Under the last General Assembly there was a DPS (Department of Public Safety) Bill that would affect our training for private security guards; which we are in support of that bill. They are looking to reintroduce that and we would continue to support the changes. The biggest change was private security guards who carry guns have to requalify annually, but it's done like a basic academy school. They have to setup a school; we have to open it, oversee it, and close it, 213 processes for a four day requalification, we have to go through that process. It also increases the private security basic firearms to 40 hours from the 20 currently in statute. It also changes the fee structure for private security academies, the fees haven't been changed since 1985. Dr. Wilkinson asked if we were only talking about private security or open academies. Mr. Hykes responded just private security. Ms. Davis stated when code was written for this in statute they put both the hours of firearms training and the amount we could charge for fees. We have upgraded and made our firearms training better and more inclusive we have not been able to do the same for private security training because code says it can only be so many hours. All basic academies do background checks.

Chair Stanforth asked if there was any other discussion. Hearing none, that concluded the Executive Director's report.


#### **VIII. Old Business**

**Sheriff Vernon Stanforth  
Chair**

Chair Stanforth asked if there was any other old business, with none forthcoming, that concluded the old business report.

#### **IX. New Business**

**Sheriff Vernon Stanforth  
Chair**

 Mr. Meador asked if the Commission was considering mandating hours that are not funded if there is no funding for 2018? Chair Stanforth stated currently by legislation we can't mandate training that is not funded. Ms. Davis agreed it is in the Revised Code that the Commission can only set hours if there is money available for reimbursement.

Mr. Meador asked if there was going to be a commander's school coming up as part of the commander's certification? Ms. Cury responded in August and December 2018.

Dr. Passias asked Mr. Hykes if there was no money for 2018 for reimbursement, does that also mean there is no money for 2019? Mr. Hykes responded that the legislature gave us no money for CPT for 2018 or 2019. Chair Stanforth commented that if money was found to make this happen it would be back on the table. We will definitely know by September 14, 2017, but that doesn't look very promising. We do know it won't come from the General Assembly.

Mr. Willis commented to the Commission he had a number of staff go up to Columbus this week for the Below 100 Training and they came back greatly impressed with the course and the OSP Instructor. They are a hard group to impress and they liked the training. Mr. Wilkinson asked what Below 100 Training was? Chief Jacobs explained it was training to try to get the number of officers killed in the line of duty under 100. The training covers driving, seatbelts, tactics, and firearms. We would like it to be zero. Chair Stanforth stated the instructors know the subject

OHIO PEACE OFFICER TRAINING COMMISSION

matter and present it very well. He has set through a couple of the presentations; they were exceptionally good.

Chair Stanforth asked if there was any other new business. Hearing none, that concluded the New Business report.

**X. Guest Forum**

**Sheriff Vernon Stanforth  
Chair**

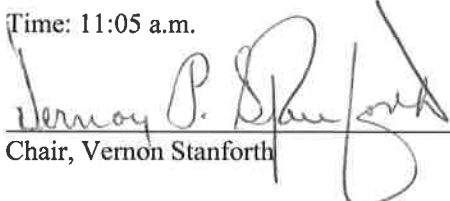
Chair Stanforth asked if there were any other issues before the Commission, any other comments from the guest forum.

The Chair asked if there was any other business to be brought before the Commission, hearing none, the chair entertained the motion to adjourn.

**MOTION**

**Chief Jacobs moved to adjourn the meeting. A vote was taken and passed unanimously.**

Time: 11:05 a.m.

  
Chair, Vernon Stanforth

**These transcripts are not verbatim. Audio recordings are available upon request.**



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**Ohio Peace Officer Training Commission  
Ohio Humane Agent Training Audit Sheet**

(All Topics and Hours are Mandatory)

<b>Topic 1</b>	Ethics & Professionalism (7/1/16)	2	_____
<b>Topic 2</b>	Legal Issues (7/1/17)	9	_____
<b>Topic 3</b>	Investigations (7/1/17)	7	_____
<b>Topic 4</b>	Animal Husbandry, Health, & Wellness (7/1/16)	5	_____
<b>Topic 5</b>	Report Writing (7/1/16)	3	_____

**Total Hours      26**



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## Education and Policy Review Cycle Proposal

When the Education and Policy section was created, lesson plans were put on a two year review cycle to insure that material that may have been out of date was reviewed quickly and thoroughly so that our basic training students would get the most up to date materials. Since that time, the cycle was increased to three years, and most basic training lesson plans have been through two revision cycles. Currently our training officers (LETOs) still review/update all lesson plans in peace officer, private security, corrections, jailer, humane agent, and bailiff at least once every three years. Our proposal is to extend the review cycle and have it more closely align with the Ohio Department of Education and IADLEST Model Standards. All the lesson plans will be reviewed within four years, and a new job task analysis (JTA) for peace officer basic training will be conducted in the fifth year.

This change will put all our lesson plans on the same cycle as the JTA, so that lesson plans are not being reviewed multiple times within the same JTA cycle. However, lesson plans affected by new statutes or cases will be updated with the new information as soon as possible, just as they are now.

This proposed change will also allow for the training officers (LETOs) to develop more expertise with the subjects they are reviewing. They will have more time to devote to each lesson plan, giving them a better ability to be aware of trends in a particular area, as well as develop better professional contacts for that subject matter.

Along with adding extra time to the review cycle, we will be grouping like lesson plans together. For instance, instead of reviewing peace officer subject control one release, then corrections subject control in a separate release, every subject control lesson plan will be reviewed at the same time. This will lead to less demand on the subject matter experts involved in the lesson plans, and also be beneficial to instructors in the field, as they will get all the changes to their topic at once, rather than having changes trickle out to them over multiple releases depending on how many different programs they instruct.

Academies will also have more time to prepare and adjust their schedules with fewer lesson plans being updated every cycle, as well as knowing ahead of time which lesson plans are up for review. Students will also benefit because their instructors will have more time to become familiar with the lesson plans they're teaching before the lesson plans are modified again, thereby increasing their ability to provide an informed and practiced delivery to students.

While lesson plans will be scheduled to be reviewed less often (going from 3 to 4 years), any topic affected by legal changes, court case changes, or a critical advancement in the field will be updated as soon as possible, just as they are now. The changes we made to the NHTSA SFST lesson plan last March, along with the creation of new lesson plans like our Human Trafficking lesson plan in 2012, attest to the ability of the LETOs to make changes quickly and accurately when needed. Additionally, our basic training curriculum review cycle will still be in line with IADLEST standards, as well as standards of many state educational systems, including Ohio's.



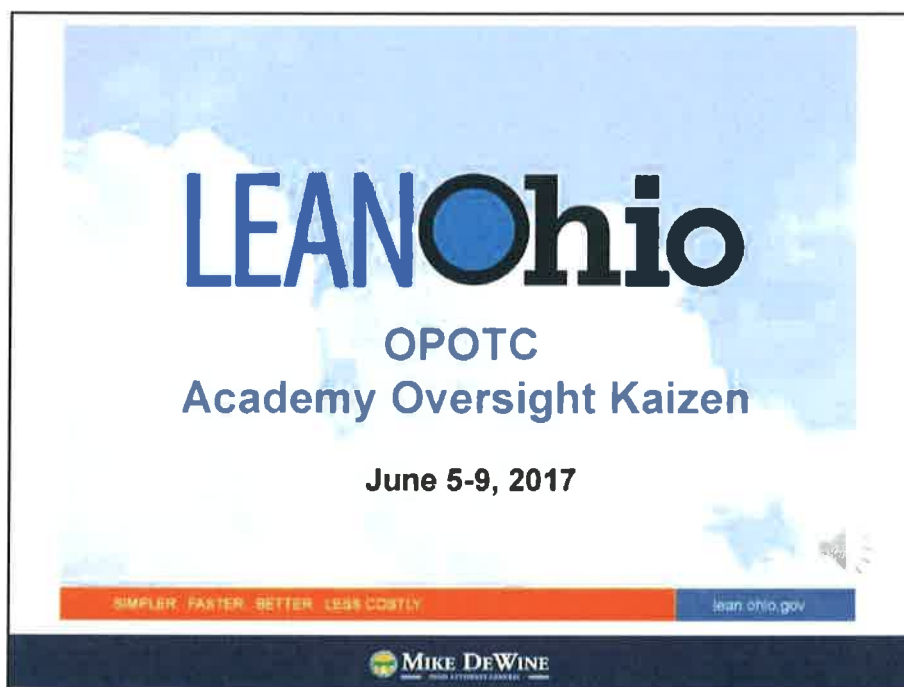


Academy Oversight Kaizen  
(A-OK)  
June 5-9, 2017

 MIKE DEWINE  
OHIO ATTORNEY GENERAL




This slide features a dark blue background with a yellow horizontal line. The title "Academy Oversight Kaizen (A-OK)" is centered in white, with the dates "June 5-9, 2017" below it in yellow. At the bottom, there are two logos: the Ohio Attorney General's office logo on the left and the Ohio State University logo on the right.



**LEAN Ohio**  
OPOTC  
Academy Oversight Kaizen  
June 5-9, 2017

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This slide has a light blue background with a faint map of Ohio. The text "LEAN Ohio" is prominently displayed in large, bold letters, with "LEAN" in blue and "Ohio" in black. Below it, "OPOTC" and "Academy Oversight Kaizen" are in blue, followed by the dates "June 5-9, 2017". At the bottom, there is an orange bar with the slogan "SIMPLER. FASTER. BETTER. LESS COSTLY" and a blue bar with the website "lean.ohio.gov". The Mike DeWine Ohio Attorney General logo is at the bottom center.

## How Did We Get Here?

- Need to:
  - Work smarter
  - Reduce stress
  - Reduce time
  - Save money
  - Reduce redundancies that do not stand up to cost/benefit analysis

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## A-OK Academy Oversight Kaizen



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## Event Scope

- What is the first step in the process?
  - Our process begins with a person applying to be an instructor or commander
- What is the final step in the process?
  - Our process ends with a student receiving a certificate and becoming an officer



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## Event Baseline Data

- **Number of customers**
  - 436 Commanders
  - 954 peace officer agencies
  - Approx 8,500 students per year
- **Number of completed items**
  - 7,459 program certificates & 1,041 open enrollment letters issued in 2016

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# Change for the Better

- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday



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## Day One

- Level setting
- Scope of event
- Stakeholder identification
- Current state mapping

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**Day Two**

- Finish current state mapping
- Waste identification
- Value added discussion
- Lean Six Sigma training

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**Day Three**

- Brainstorming
- Analysis
- Problem solving
- Process redesign


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**Day Four**

- Future State Process
- Discussion and consensus
- Implementation planning
- Details

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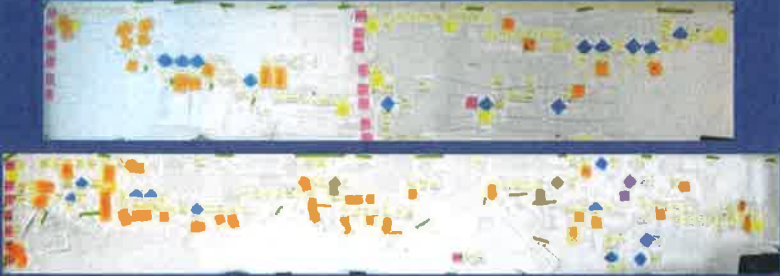
**Day Five**

- More implementation planning
- Celebration
- Sharing results

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# Current State



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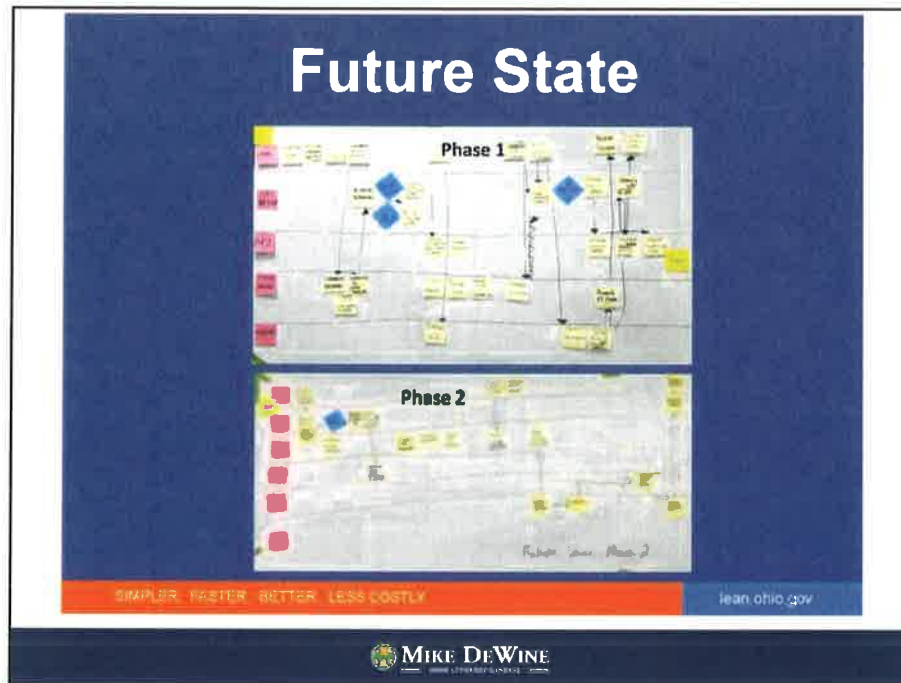
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# Clean Sheets Redesigns (3)



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## Major Improvements

- Fewer and more consolidated forms will result in less paperwork submitted to OPOTC and maintained by the school
- Enhanced technology will result in time savings, less hands in the process, and provide a much more user friendly platform for employees and customers
- Cost savings due to less paper, mailing, travel and postage
- Focus in the field will be re-deployed to compliance
- Better turn-around times based on efficiencies

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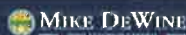
## Simpler



- User friendly for customers & staff
- Less repetition / fewer hands on
- More streamlined process
- Less backlog

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## Faster



- Less enrollment forms / paper in the process
- Electronic submission
- More streamlined process
- Less backlog
- Less repetition / fewer hands on

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# Better



- Better product = better image to customers
- Better work environment & satisfaction
- More simple & easy process
- More in the field

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# Less Costly



Cost Savings

STAFF 10 clerks = \$1.1M  
 100 Paper = \$100  
 1000000 = \$1000000  
 1000000 = \$1000000

Construction 1000000 = \$1000000  
 1000000 = \$1000000  
 1000000 = \$1000000

Field Agents  
 1000000 = \$1000000  
 1000000 = \$1000000

Avg's P&IS

Totals  
 1000000 = \$1000000  
 1000000 = \$1000000

Field Agents  
 1000000 = \$1000000  
 1000000 = \$1000000

Totals  
 1000000 = \$1000000  
 1000000 = \$1000000

\$150,000 annually!

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## Summary Scorecard

Measure	Current Level	Phase 1	Phase 2	% Reduction
Process Steps	213	35	21	84%-90%
Decision Points	25	3	1	88%-96%
Handoffs	46	9	9	80%
Functions	12	5	5	58%

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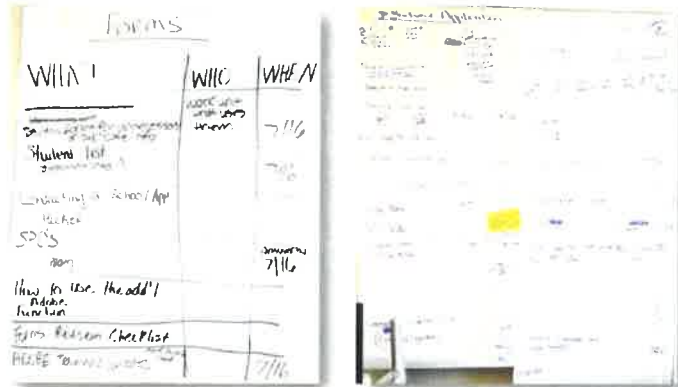
## Implementation Plans

- Forms & New System Requirements
- Policies & Procedures
- Backlog
- Communication
- Training
- Information Technology

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## Forms & New System Requirements

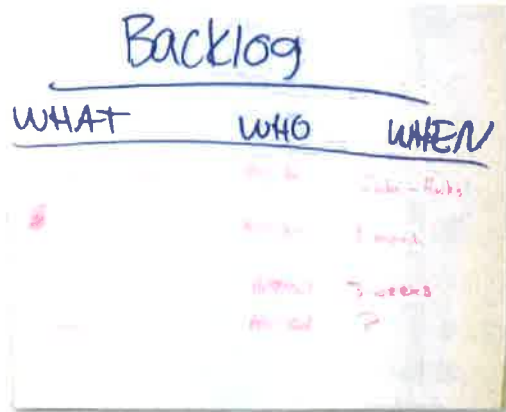


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## Backlog Plan



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# Training Plan

Cross Training  
(Reg. MISC APZ)  
APZ

What	Who	When
Spring/Cosms	Cert officer APZ	1-2 mo.
K/A	Cert officer APZ	1-2 mo.
Instructor APB	Cert officer APZ	July 10th
Communit App	Cert officer APZ	As Received Not before June 30
Cross Training Mentor to Above Trainers	APZ	June 30th
Trainers	APZ	1-2 mo.

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# Communication Plan

Communication

WHAT	WHO	WHEN
Trainers Conference	Mike DeWine Cert Officer APZ	Session 6 mo
Announce to Trainers of Changes	Alice	<del>ASAP</del> July 1, 2017
Announce to Staff	All CPSC Staff Mentors Trainers	As they come
CPSC hours	May, Alice to Sheryl	Changing as they occur
Trainer Meetings - to discuss - to discuss - to discuss	All Staff said to Alice Alice in Meeting lead	As they occur Mentors Immediately after meeting

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# IT Plan

IT

WHAT	WHO	WHEN
ADOBE UPGRADE	SYSTEMS/IT	NEXT YEAR
ADOBE TRAINING	ADOBE/ADO USER	AS SOON AS POSSIBLE
EDIT TEMPLATES	APP. 100	AS SOON AS POSSIBLE
School Automation	(CONTRACT)	3-6 MONTHS
No limit on size of data/records removed	IT'S A GOAL	AS SOON AS POSSIBLE
Compatibility with current equipment for new program (simulation)	APP. 100	3-6 MONTHS
INCREASE STORAGE SPACE	JT	

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# Results



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How to contact us

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