

**Iowa Law Enforcement Academy**

**PERFORMANCE  
REPORT**

**Performance results Achieved  
for Fiscal Year 2011**

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## INTRODUCTION

I am pleased to present Iowa Law Enforcement Academy's performance report for fiscal year 2011. This report contains valuable information about the training and services the Iowa Law Enforcement Academy provided to Iowans.

Accomplishments of the year include updating training equipment, computers and software for employees; continued reserve peace officer standardized training and state certification process complete with online certification testing; new specialty schools and training approximately 3,533 peace officers, jailers and dispatchers.

The Iowa Law Enforcement Academy, despite continuing budget and revenue concerns, continued to provide new and challenging material for specialty schools, online reserve peace officer certification testing. The over-all number of newly certified peace officers decreased in FY11 from 197 in FY10 to 160

A new Director was appointed in March, 2011. At appointment, the projected budget deficit was \$150,000. Through swift and innovative budget controls, this projected deficit was reduced to \$35,000 by year's end. The needed funds were obtained from another state agency. The 35,000 deficit was primarily due to decreased revenue from basic academy attendees.

The Academy is the sole regulator of law enforcement, jailer and telecommunicator training in Iowa. The Academy provides Level 1 basic academy training. Regional academies: Cedar Rapids Police

Department, Des Moines Police Department and Department of Public Safety also provide Level 1 basic academy training. Persons with a 2 or 4 year degree in Police Science may, if their agency chooses, attend a Level II short course training at Hawkeye Technical Community College or Western Iowa Technical Community College.

The Academy is confronted with two primary operational strategic challenges: budgetary constraints and lack of personnel. Each of these challenges has a different set of problems and issues associated with it. The budgetary constraints resulted in the academy going into the negative by approximately \$150,000 in FY 2004 and \$50,000 in FY 2005. The Academy has adjusted by reducing costs wherever possible and by increasing the tuition cost. The Academy is able to charge more than 50% of the costs of the basic training academy. Approximately sixty-six percent was charged in FY 2011. The Academy general fund budget for FY 2011 was decreased by approximately 17%. The budget constraints continue to be a major concern.

Five persons retired under the early retirement program, SERIP. The Academy currently has two instructor positions open. They remain open due to budget constraints. The instructor shortage continues to create problems in coverage of some classes. Another position, the Maintenance Worker II, was eliminated. The Academy is

currently contracting with the Iowa Department of Defense to conduct the accounting functions.

The lack of instructional personnel requires the administration personnel to teach more classes leaving less time for administrative and leadership matters. It also requires the academy to rely more

on outside instructors. Even with these constraints the Academy continues to strive to provide the highest quality training available to Iowa law enforcement, the criminal justice system, and our communities.

Sincerely,  
Arlen Ciechanowski, Director

## **AGENCY OVERVIEW**

The Iowa Law Enforcement Academy (ILEA) was created by an act of the Iowa legislature in 1967 with its purpose being to upgrade law enforcement to professional status. The specific goals were to maximize training opportunities for law enforcement officers, to coordinate training and to set standards for the law enforcement services.

The Iowa Law Enforcement Academy Council oversees the Academy. The Iowa Code establishes the Council. The Council has a membership of seven persons. The Iowa Code specifies the seven members must include a:

- Sheriff
- Police officer from city with greater than 50,000 population
- Police officer from city with less than 50,000 population
- Representative from the Department of Public Safety
- Two state senators and two representatives are appointed as ex-officio, non-voting members. Two federal agencies (the FBI and DEA) serve in an advisory capacity.

The voting members are appointed by the governor with senate confirmation and serve four-

year terms. There is no statutory limit on the number of terms that can be served.

The Academy Council establishes minimum standards for Iowa law enforcement and grants officer's certification. The Academy Council has the responsibility to decertify or to suspend the officer's certification when necessary. In a manner, the Academy "polices the police."

The Academy provides residential training sessions varying in length from the 14-week basic training schools to one-day specialty and inservice seminars. The Academy can provide housing for 112 persons at any one time. The physical facility consists of dormitory rooms, classrooms, a cafeteria providing meals three times a day, a physical fitness center, photography and video production studio, and administrative offices. The Academy is located on Camp Dodge in Johnston, Iowa. ILEA shares firearm ranges and tactical facilities with the Iowa National Guard.

The Academy, in addition to maximizing training opportunities for all Iowa's peace officers, is responsible for providing basic and in-service training for all county and

city jailers and telecommunicators in Iowa. The Iowa Law Enforcement Academy also establishes standards and training requirements for the reserve peace officers in Iowa.

The ILEA provides certification training for approximately 160 entry-level law enforcement officers every year through six 14-week basic classes. Records are kept on all Iowa peace officers showing that each officer has met the hiring standards and has become certified within one year of being hired.

The Academy conducted over 125 in-service schools in FY 2011 at various locations around the state and at the academy. Approximately 3,533 Iowa peace officers, jailers, and telecommunicators attended these trainings. The Academy maintains and updates training files on approximately 6,000 active full and part-time peace officers in Iowa. All active status peace officers must obtain twelve hours of continuing education on an annual basis (or thirty-six hours over three years).

Five Hundred Six telecommunicators attended basic entry level training and in-service schools. Records are maintained for each of the Iowa telecommunicators.

40-hour basic schools for jailers and jailer in-service schools were held across the state and at the academy. One Thousand Thirty One attended these trainings. Records are maintained for each Iowa jailer.

ILEA administers a program of psychological, cognitive and standards testing for all sworn personnel and jailers. The Academy conducts statewide testing of the cognitive examination, the National

POST (Police Officer Standard Test), and the personality instrument, the MMPI-2 (Minnesota Multiphasic Personality Inventory-2). The MMPI test volume is one of the largest databases of law enforcement applicants in the country (more than 17,000 evaluations done by ILEA since 1986). Over three-fourths of all psychological tests of Iowa law enforcement applicants are evaluated by ILEA. ILEA conducted or reviewed 321 POST tests and 578 MMPI's.

ILEA staff provides evaluation expertise and advice concerning the classification results of the MMPI-2 as well as council on fitness for duty, training issues, and disciplinary matters while considering an individual's MMPI-2. Emphasis is placed on high-risk and liability issues, such as the potential for aggressive behavior, including domestic abuse and other violence-prone tendencies.

The Academy maintains and updates required files on all reserve peace officers in the state. All reserve peace officers that want to carry weapons must submit information that reflects their training and qualification. Background investigation and fingerprint record checks with the Iowa Division of Criminal Investigation and Federal Bureau of Investigation must be completed before weapons certification is granted.

Standardized training and state certification for reserve peace officers was passed by the legislature in FY 2007. Training modules are developed and certification testing is occurring.

There are approximately 568 reserve peace officers state certified in Iowa.

The Academy oversees and approves the training provided at the recognized regional training facilities across Iowa (Cedar Rapids Police Department, Des Moines Police Department, Department of Public Safety, Hawkeye Community Technical Community College, and Western Iowa Technical Community College.) The Cedar Rapids Police Department, Department of Public Safety, and Des Moines Police Department conduct Level I basic academy training (full academy). Hawkeye Community Technical Community College and Western Iowa Technical Community College conduct Level II (short course). ILEA is responsible for approving the curriculum and instructors at each program. Officer certification is given by ILEA once credentials are examined and approved.

The over 600-law enforcement agencies in Iowa rely on the Academy not only for training but also for leadership, advice, and research. The Academy instructors serve as expert witnesses for grand jury proceedings and civil cases filed against agencies and individual officers.

**Vision:** The Iowa Law Enforcement Academy vision is “Excellence in Training – Training the Best Peace Officers, Jailers, and Telecommunication Specialists in the Nation.”

**Mission:** The Iowa Law Enforcement Academy mission is “Professionalism through Training.”

**Guiding Principles (Values):**

- Service
- Teamwork

- Excellence
- Ethics
- Professionalism

The Iowa Law Enforcement Academy goals are to:

- Provide essential, timely, and cost-effective law enforcement, jailer, and telecommunication specialists training at both entry and inservice levels.
- Maintain and enforce reasonable standards for the law enforcement service that is critically necessary for the protection of the public that is served.

The Academy’s core function is education.

The Academy owns and maintains the Iowa Law Enforcement Academy located on Camp Dodge in Johnston, Iowa. The United States Congress gave 9 acres of land located on Camp Dodge to the Iowa Law Enforcement Academy for the purpose of training Iowa peace officers. The Academy also maintains eleven vehicles. Seven vehicles are used in training Iowa peace officers during the basic training and for driver training instructor certification and re-certification classes. The Academy also owns and maintains three other vehicles as well as a bus. The instructors while training and/or testing at various locations across the state use these vehicles. The bus is used to transport students to training activities.

The Academy provides 24/7 Web access for information concerning class and testing schedules as well as other information about the academy.

The Academy's reporting relationship begins with the governor, to whom the director reports. The span of control was decreased within the last few years so that the director oversees the instructors, security, maintenance personnel and public service supervisor while the public service supervisor oversees the secretaries and clerks.

There are currently 25 positions allocated to ILEA. 22 of those positions are filled

The general fund budget for the Academy in FY 2011 is \$868,698 down from FY 2010 level of \$1,043,430.

The Academy has four primary customer groups: criminal justice community including law enforcement agency command staff, peace officers, jailers, telecommunicators, county attorneys, and judges; approved regional training academies; Iowa Law Enforcement Academy Council; and the public.

Although not identical, all customer groups have similar requirements – that of well-trained peace officers, jailers and telecommunicators who protect communities and are willing to give their lives in doing so; that understands and protects everyone's constitutional rights by not entering homes without legal justification, not making arrests without probable cause and using only the force necessary in carrying out their duties; and that only use deadly force when no other alternatives are available.

A large part of the Academy's success is directly related to the priority placed on:

- building and maintaining a positive relationship with customers ;knowing what customers' needs and expectations are;
- working with staff to ensure that those needs and expectations are met.

The Academy maintains open communication with customers

- Access Monday through Friday 24 hours a day.
- Regular meetings with law enforcement associations and their lobbyists.
- Surveys sent to customers at the end of each basic training academy class.
- Bi-annual survey sent to chiefs, sheriffs, and other state agency commanders.
- Meetings held across state with law enforcement personnel.
- Student evaluations completed on cafeteria supplier and outside instructors.

This communication process provides the customer and the academy real-time information regarding the needs and expectations of all parties.

## Strategic Plan Results

### **Key Strategic Challenges and Opportunities**

The Academy is confronted with two primary operational strategic challenges:

- Budgetary constraints
- Adequate Staff

The Iowa Law Enforcement Academy is responsible for overseeing the training of and compliance with all rules found in 501 Iowa Administrative Code for peace officers, jailers, telecommunicators, reserve peace officers and training academies. There are approximately 6,000 certified peace officers in Iowa. Each peace officer must receive basic training within one year of being hired. All certified peace officers must receive twelve hours of continuing education training each year (or 36 hours in three years).

There are five approved law enforcement academies in addition to the Iowa Law Enforcement Academy. The approved Level I Basic Training Regional Academies are Cedar Rapids Police Department, Des Moines Police Department and the Iowa Department of Public Safety. Hawkeye Technical Community College and Western Iowa Technical College are approved to conduct the short training Level II Basic program. This program is available for anyone who has a two or four-year degree in police science or criminal justice.

Training requirements are also established for jailers and telecommunicator specialists. The Iowa Law Enforcement Academy is responsible for offering this training or approving the training provided at the local level.

There are approximately 1,400 reserve peace officers in Iowa. The reserve peace officers are to receive 80 hours of training over an eighteen-month period. Rules concerning personal hiring standards for reserve peace officers became effective June 2, 2004. The Iowa Reserve Peace Officer Association worked with the Academy to develop training standards and to establish a certification program for reserve peace officers that became effective in the Iowa Code July 1 2007. There are approximately 568 state-certified reserve peace officers in Iowa. The Academy also approves weapon certification for reserve officers.

The Academy is exploring all options to continue to provide the best law enforcement, jailer, and telecommunicator training in the state with these key strategic challenges.

**Goal #1:** Provide up-to-date and state-of-the-art training to peace officers, jailers, and telecommunicators by well-trained instructors with adequate equipment in a state-of-the-art facility.

#### **Strategies:**

- Obtain funding for all vacant instructor positions.



- Obtain funding for needed equipment
- Obtain approval and funding for new joint criminal justice training facility
- Find quality up-to-date national training that will keep ILEA instructors on the cutting edge.
- Find quality up-to-date training for ILEA support personnel.

**Measures/Results**

**Performance Measure:**

Percent of persons successfully completing basic training programs.

**Data Sources:**

Iowa Law Enforcement Academy

	2007	2008	2009	2010	2011
Number Enrolled	239	204	204	204	162
Number Certified	236	198	198	197	160
% Completed	99%	97%	97%	97%	99%

**Data Reliability:**

The actual number of students entering the basic academy training was compared to the number of students graduating and being certified by the Academy.

**What was achieved:**

The number of persons attending as well as completing the basic training at the academy has decreased. While not statistically proven, we believe this decrease is a direct result of decreased budgets at the county and city levels.

**Link(s) to Enterprise Plan:**

The goal aligns with the Governor’s Just and Inclusive Communities goals.

**Goal #2:** Become less reliant upon general fund monies.

**Strategies:**

- Search out possible federal grants and funding
- Search out foundations that provide money for education purposes
- Develop private giving program initiative to raise money for ILEA

## Measures/Results

### Performance Measure

Increase other funds leveraged by the ILEA by 5% each of the next 3 to 5 years.

**Data Sources:** Iowa Law Enforcement Academy

### Data Reliability:

The Academy receives its information from the I-3 Budget System.

### What was achieved:

The total revenue for the Academy in FY 2011 was \$2,462,482. Revenue from the general fund was \$840,667. The percentage of general funds as a part of the Academy's total budget has decreased over the last few years. Approximately sixty-six percent of the ILEA revenue came from other than general fund monies in FY 2011.

### Analysis of results:

The general fund appropriations are approximately 34% of the Academy's total budget in FY 2011.

### Link(s) to Enterprise Plan:

This goal aligns with the Governor's foundation of quality, value and delivery.

**Goal # 3:** Expand current ILEA market by developing training for reserve officers, security personnel and sponsored individuals who have not yet been hired by a law enforcement agency.

### Strategies:

- Develop training program for private security industry personnel that will include annual joint conference, special training classes and joint law enforcement/security industry personnel training.
- Develop training program for reserve peace officers that will meet basic training requirements.
- Develop marketing plan to bring sponsored individuals not yet hired by a law enforcement agency to ILEA.

## Measures/Results

### Performance Measure:

Non-traditional persons attending ILEA training including security personnel, reserve peace officers, and sponsored but not yet hired individuals.

**Data Sources:**

Iowa Law Enforcement Academy

Number of Persons	2008	2009	2010	2011
Sponsored but not hired	0	1	2	1
Reserve Peace Officers State Certified	0	61	261	246
Security Personnel	0	0	0	0*

\*The Academy Council opted to not offer training to private security personnel.

**Data Reliability:**

ILEA will collect total number of non-traditional individuals attending ILEA training.

**What was achieved:**

The data displayed are the baselines from which future analysis may proceed. .

**Analysis of results:**

The sponsored but not yet hired and reserve peace officers are currently the most promising area to increase revenue. Work will continue in these areas.

**Link(s) to Enterprise Plan:** This goal aligns with the Governor’s foundation of quality, value and delivery.

**Goal #4:** : Increase the level of professionalism of law enforcement officers, jailers, and telecommunicator specialists in Iowa by providing testing services as needed, educational opportunities, and assuring compliance with required standards.

**Strategies:**

- Provide training to law enforcement agencies concerning ILEA required standards.
- Develop Ethics and Professionalism train-the trainer program.
- Develop a command staff training and certification program.
- Develop better mechanism to assure compliance with required standards.
- Develop one-day testing procedures for all required hiring standards conducted by ILEA staff quarterly around the state.

## Measures/Results

**Performance Measure:**

Number of officers decertified each year

Number of Officers Decertified	2007	2008	2009	2010	2011
	14	9	12	11	10

**Data Reliability:**

Information is taken from the ILEA Council minutes of action taken.

**What was achieved:** The data displayed are the baselines from which future analysis will proceed. New procedures are in place to increase the number of decertification's.

**Analysis of results:** Decertification's have maintained level. They often depend on the available staff time to conduct investigations.

**Link(s) to Enterprise Plan:** This goal aligns with the Governor's foundation of quality, value and delivery.

## Performance Plan Results

### Core Function Education

**Name:** Iowa Law Enforcement Academy

**Description:**

The Iowa Law Enforcement Academy provides the best basic, specialty, and supervisory training to Iowa peace officers, jailers, and telecommunicators. This training includes instructor certification in several areas such as firearms, defensive tactics, driving, and jail training. The training is conducted both at the Academy located on Camp Dodge in Johnston as well as across the State of Iowa. 3,533 law enforcement personnel were trained in fiscal year 2011. Over 261 reserve peace officers were state certified.

The Academy is the sole regulator of law enforcement, jailer, and telecommunicator training in Iowa. The Academy oversees three Level I regional basic training academies at Des Moines Police Department, Cedar Rapids Police Department, and Department of Public Safety and two Level II short program basic training academies at Hawkeye Technical Community College and Western Iowa Technical Community College. The staff psychologists conduct psychological and cognitive testing for those people being hired in all law enforcement agencies. The Academy sets the standards for continuing education requirements of the law enforcement personnel. The Academy sets the standards for hiring and training of Iowa reserve peace officers. The Academy is responsible for certifying all peace officers in the state of Iowa and for decertifying those officers that violate the established standards of behavior for Iowa peace officers.

**Why are we doing this:** The Iowa Law Enforcement Academy was created by statute in 1967 to improve the professionalism of Iowa peace officers through standardized training. Over the years the Academy has become the number one source of law enforcement training. The Academy oversees all basic training of peace officer, jailers, and telecommunicators.

### Results

**Performance Measure:**

Percent of stakeholders rating Academy training very good to excellent is:

95%

**Performance Target:**

Percent of agencies in compliance with all applicable rules and regulations is:

95% (estimate based on information available to Academy)

**Performance Target:**

The percent of electronic training records containing accurate information is:

98%

**Data Sources:**

Iowa Law Enforcement Academy

**Data Reliability:**

Information is obtained from ILEA evaluation survey and records.

**Why are we using this measure:**

The Academy is working to develop the best measure for this core function. This measurement may be adjusted in the future. Generally, agencies that are satisfied with training they receive will use the academy again.

**What was achieved:**

See above discussion.

**Analysis of results:**

Further study may be done to determine the reason for leaving the basic training. Some students are dismissed for discipline reasons while others are unable to complete the training due to injuries or inability to meet requirements. Comparisons should be made with other regional academies.

**Factors affecting the results:**

Some students leave the academy due to inability to meet necessary requirements. Others are sent home due to injury or as discipline. These factors should be explored further.

**Resources used:**

Iowa Law Enforcement Academy staff and record information.

## **Resource Reallocations**

The Iowa Law Enforcement Academy has several positions vacant at this time due to budget constraints. It has been necessary to reallocate the work primarily to other ILEA staff. The administrative staff is teaching more classes to cover at least part of the vacant instructor positions responsibility. This takes them away from administrative and leadership responsibilities. Outside and contract instructors from other agencies are also utilized to cover this shortfall. Use of outside instructors can result in a lack of standardized training if the instructor changes from session to session. For example, three different instructors have taught traffic accident investigation over the last two years. Each instructor had a slightly different teaching style. Each outside instructor works for a law enforcement agency and at times could not make it to the scheduled class due to work conflicts. This resulted in last minute changes in the student's schedule.

The support staff position work has been reallocated to other staff resulting in greater overtime and/or comp time. All these reassignments will continue until budgets increase sufficiently to allow new hires.

## **AGENCY CONTACTS**

Copies of Iowa Law Enforcement Academy's Performance Report are available on the ILEA Web site at [www.ileatraining.org](http://www.ileatraining.org) Copies of the report can also be obtained by contacting Director Arlen Ciechanowski at 515-242-5357 or [arlen.ciechanowski@iowa.gov](mailto:arlen.ciechanowski@iowa.gov)

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