



**T3**

**TACT, TACTICS, AND TRUST™  
POLICE TRAINING SYSTEM**

# **STRATEGIC OVERVIEW**



## Strategic Overview

### T3 – Tact, Tactics, and Trust™ Police Training System

**Polis Solutions’ T3 – Tact, Tactics, and Trust™ (T3™)** has gained prominence across the United States and beyond as a unique, evidence-based police training system that combines essential officer safety, communication, and trust-building skills into a unified curriculum. These skills determine officers’ safety and effectiveness on every public interaction, as well as during their interactions with subordinates, peers, and leaders.

T3 has been delivered at a wide range of police agencies across the U.S., and has earned praise from executive leaders, supervisors, instructors, line personnel, and community members. All T3 training is tailored to address specific legal, procedural, and policy requirements, and can be scaled and customized to meet the needs of any size law enforcement agency.

The majority of T3 training has been delivered with funding and support from the U.S. Department of Justice Bureau of Justice Assistance (BJA). T3 is the official training and technical assistance program offered via the BJA VALOR Officer Safety and Wellness Initiative (<https://www.bja.gov/programs/valor.html>) to provide law enforcement with evidence-based knowledge, tools, and skills to better defuse and then resolve tense situations with the least amount of force necessary. The program will assist in protecting law enforcement and improving outcomes and relationships between officers and the communities they serve.

*“Great class that addresses current national issues in Law Enforcement at the local level.”*  
*Police Officer, Colorado*

#### T3 Strategic Mission:

- Contribute to greater officer and public safety
- Create stronger police-community trust
- Transform the organizational culture of police training and education



**T3 TACT, TACTICS, AND TRUST™**

## What is T3?

**T3 – Tact, Tactics, and Trust™ (T3™)** is a unique, evidence-based police training system that integrates officer safety, social interaction, trust-building skills in a single program. T3 is built on the core principle that whatever the operational context, all police actions must effectively integrate knowledge, skills, and abilities (KSAs) in three decisive areas of performance:

- **TACT:** face-to-face communication that affirms the rights and dignity of all persons and minimizes unnecessary conflict
- **TACTICS:** actions conducive to preserving and protecting the life, safety, and physical and emotional wellbeing of all persons.
- **TRUST:** actions that create and sustain mutual respect between law enforcement agencies and the communities they serve.



*“The seven core principles [of T3] are clear and easy to convey to my staff. I’d have supervisors review one every day of the week.”*  
*Police Executive, New Jersey*

### T3 is designed to help law enforcement agencies meet three core objectives:

1. T3 provides an **adaptable training framework for improving the safety and effectiveness of police-community interactions**. The framework can be flexibly incorporated within academy, post-academy, field training, in-service, and other law enforcement training and education contexts. The general principles, skills, and training methods used in T3 can also be readily integrated within the specific context of any law enforcement agency’s training and education program.
2. T3 provides effective tools and methods for improving internal organizational trust, which is absolutely critical for building greater external trust with the community. **When internal trust is strong, so is trust with the community.** T3 can help law enforcement leaders implement proactive, cost-effective measures to build both internal and external trust.
3. T3 provides tools and methods for law enforcement agencies to adopt an outcomes-based paradigm of training and education. **By “outcomes-based paradigm,” we mean a model of training and education that deliberately focuses on accomplishing your department’s mission in a manner consistent with its values.** This is completely different from the usual model of police training, which focuses more on knee-jerk response to political and operational crisis than it does on repeating and encouraging success. **T3 can help you transform the culture of your department by encouraging a “get to train” versus “have to train” mindset.**

**Why T3?**

The purpose of T3 is simple: we believe that law enforcement officers have the right and the responsibility to be as well-prepared as possible to carry out our duties in a safe, effective, and honorable manner. T3 is designed to help individual officers, their agencies, and the entire police profession sharpen the core skills that enable us to be **agile, adaptable, and creative** in critical situations where safety, communication, and trust are essential.

We believe that 99.9% of law enforcement officers show up for work every day with good intentions, and the willingness to put their lives on the line to protect the communities they have sworn to serve. We also believe that for operational, financial, organizational, political, and other reasons you know all too well, most officers don't get the quality and quantity of training they need to perform at an optimal level. While nobody, including the Polis team, has an easy answer to fix this situation, there are core attributes and skills that you and the personnel you lead or train can practice and improve every day, whether on or off duty.



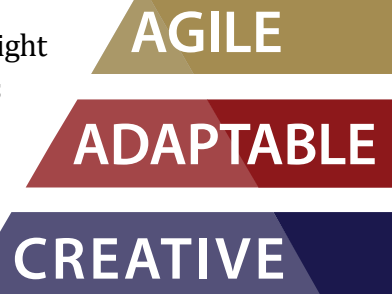
These attributes and skills are the building blocks of safety and success; and they are the building blocks of T3. Most officers and their leaders can name these attributes and skills, but how many can flawlessly put them into action in a critical situation?

In this respect, we believe police officers need to start thinking more like surgeons, pilots, military special operations members, professional athletes, and other elite performers who practice relentlessly for excellence and success, not to squeak by, stay out of trouble, or respond to the latest lawsuit or political crisis. T3 takes

a proactive, performance-based approach to police training, which is fundamentally different from the reactive, crisis-based approach that most law enforcement officers have probably experienced throughout their careers. **We believe that training is something officers should get to do, not have to do!** So, in addition to our purpose of helping officers train to be the best under the worst conditions, T3 has the wider mission of changing the culture of police training and education from a "have to do" to a "get to do" mindset.

*"I want to thank you for all the hard work assisting us in developing our Use of Force Training. In addition, the training you provided our Command Staff will help us move forward in the delivery of a consistent message and translation of this training to the street."*

*Deputy Chief, Illinois*



**How does T3 work?**

T3 takes an evidence-based, interactive, hands-on approach to learning and feedback that systematically develops officers' ability to integrate tact, tactics, and trust. Like any kind of human performance, police-community interactions must be learned and deliberately practiced in a realistic context. Passive, lecture-based training is demonstrably ineffective at actually changing officers' performance. To put this another way, memorizing facts in a classroom setting doesn't translate into successful decisions on the street. Even officers who are poor performers can recite in a classroom setting what they are supposed to do: they just don't do it in critical situations. For these reasons, we make our classes as interactive as possible, even though a large number of officers may be attending.

*"Excellent Instructors! Very knowledgeable and very approachable. Long days were filled with good training. I am excited to pass this on to other officers."*  
*Instructor, Kansas*

**T3 uses training methods and content that are evidence-based and data-driven. What we teach in T3 and how we teach it is shaped by the following key sources:**

- Scientific research on decision-making, perception, cognition, and human performance in high-stress, critical environments.
- Scientific research on face-to-face communication and social interaction.
- Best practices in tactics and officer safety.
- Best practices in adult education and learning.
- Emerging technologies in digital learning and virtual/augmented reality training technologies.
- National data on serious/lethal attacks on LEOs and other officer safety trends and issues.
- National data on crime and police-community relations.



**T3 training embodies the following core values of trust:**

- **Integrity:** our words and deeds are driven by honor and honesty.
- **Benevolence:** we act with constant attention to the greater good.
- **Competence:** we continually improve the knowledge, skills, and abilities that we need to train our fellow law enforcement officers.
- **Predictability:** we are dependable and reliable in all that we do and how we do it.

**What T3 courses are available?**



- **User Level:** designed for line officers and deputies at all levels of experience, as well as trainers, FTOs, and first-level supervisors. (1 or 2 days; large and small class options)
- **Supervisor Level:** designed for corporals, MPOs, sergeants, lieutenants, and other supervisors directly leading line personnel. (1/2 day or 1 day; large and small class options)
- **Command Level:** designed for senior and mid-level law enforcement executive leaders who are responsible for major operational and administrative functions, organizational reform, and strategic planning. (1/2 day or 1 day; large and small class options)
- **Train-the-Trainer:** designed for experienced instructors highly respected by their peers and supervisors as role models for integrity, interpersonal skill, and tactical proficiency. (3 days, enrollment limited to 24 students)
- **Community-Police Trust-Building:** designed for police and community leaders who want to improve their ability to collaborate effectively to build safer communities by improving police-community trust. (1 or 2 days, enrollment limited to 32 students)
- **ADAPT™ (Adaptive Defensive and Protective Tactics):** designed for line personnel and instructors who want advanced training on the tactical and officer safety skills taught in the T3 user-level and train-the-trainer courses. (1 day, 2 day, and train-the-trainer options, enrollment limited to 24-32 students depending on format.)
- **Custom Designed Courses:** The general framework of T3 can be used to build custom classes for a wide range of organizational needs. Please ask us for information on various courses we have developed for a wide range of agencies and needs.

*The workshop was motivating, informative and dealt with everyday life situations. We started with low morale...the day ended with love and respect for one another. This workshop would make a difference between communities and police departments across the country. The instructors were awesome and I highly recommend them to other cities so that where we work, play and live can become better places.”*  
**Faith leader and NAACP Official, North Carolina**

**How much does T3 training cost?**

The cost of T3 training depends on the number, size, and format of the classes, as well as the level of customization and other options such as follow-up support and evaluation.

The cost of our individual classes ranges from less than \$10,000 for a one-day leadership course to approximately \$25,000 for a three-day hands-on, train-the-trainer class. We offer packages of classes and related services suitable for agencies of all sizes and budgets.

Depending on your agency’s needs, you may be eligible to receive federal assistance to cover the entire cost of some T3 classes.

*“We are (I am too) very fortunate that our troops have embraced the [T3] concept and actually state, ‘Chief, we want more and we want it delivered at the places we work.’ The community and media now understand our re-engineering well and they too see the differences.”*  
**Police Chief, Virginia**

**How can I schedule classes?**

2019 training calendar still has space available, and we are now scheduling 2020 classes. For more information about T3, please visit our website, [www.polis-solutions.com](http://www.polis-solutions.com), or contact Dr. Jonathan Wender, [jonathan.wender@polis-solutions.com](mailto:jonathan.wender@polis-solutions.com), phone 360-739-2797.



*The training was very good. I enjoyed the hands on and practical exercises. Hearing examples and the principles then enforcing the classroom lessons with hands on techniques reinforces the lesson. Keep up the great work.*  
**Reality-Based Training Instructor, Pennsylvania**

**SAMPLE COURSE OUTLINES**

**Executive/Command Level Course (4 – 8 hours)**

This executive/command level course introduces police leaders to the core principles of T3™ and gives practical strategies to help police agencies improve officer safety and effectiveness, while simultaneously enhancing mutual law enforcement-community trust. The course places special emphasis on the responsibility of police leaders to create wider organizational and cultural reforms necessary to achieve and sustain long-term changes in officers’ street-level decisions and actions. *Class is also offered in an 8-hour format to increase focus on improving decision-making practices at all levels of the police organization.*



TOPIC/ACTIVITY
<ul style="list-style-type: none"> <li>• Overview of T3</li> <li>• T3 and Outcomes-Based Training and Education</li> <li>• The “Deal-Breaker” Traits that Shape Success</li> <li>• Leveraging Your Leadership Influence</li> <li>• Seven Core Principles of T3</li> <li>• Decision-Making as the Core of Police Work</li> <li>• Patrol Expert™ Digital Training System.</li> <li>• T3 as a Foundation for Training Reform</li> </ul>

**Basic User-Level Course (8 hours)**

The T3 basic course introduces law enforcement officers to the core principles of T3, and teaches verbal, tactical, and cognitive skills essential to strengthening officer safety and building police-community trust. Officers who learn and practice core skills from T3 will have an enhanced capability to safely and effectively handle unpredictable and potentially dangerous interactions on the street.

*“This training will help save lives, not just those of law enforcement, but those of the public.”*  
**Police Officer, NYC Area**



TOPIC/ACTIVITY
<ul style="list-style-type: none"> <li>• Welcome and Introduction to T3™</li> <li>• The Seven Core Principles of T3</li> <li>• The T3 Seven Core Principles in Action</li> <li>• Tactical Decision Exercises (TDEs)</li> <li>• GIRing-In™ Method of Face-to-Face Communication</li> <li>• Sul-Talk™ (Integrating Verbal and Tactical Skills)</li> <li>• Balancing Influence and Control</li> </ul>

**Train-the-Trainer Course  
(24 hours)**

This T3 Train-the-Trainer class is a highly interactive course designed to prepare experienced law enforcement instructors to teach the T3 Basic Level curriculum at their own agencies, and to enable them to support effective integration of T3 into their agencies' training and education programs.

The lesson plans in this course have been developed to ensure that state, county, local, and tribal law enforcement instructors have all the necessary resources to implement T3 training within their own agencies. The lesson plans include embedded PowerPoints, instructor notes, and related materials to ensure that the T3 content is accurately presented and that the training methods are effectively implemented.

*"The overall concept of the training was very good and makes a lot of sense. It questions how we train and presents a proposal of how to train better"*  
*Police Executive, South Carolina*

TOPIC/ACTIVITY
<p><u>Day 1</u></p> <ul style="list-style-type: none"> <li>• <b>Module 1: Introduction to the T3</b></li> <li>• <b>Module 1T: Ambush Survival</b></li> <li>• <b>Module 2: T3 and Outcome-Based Training and Education</b></li> <li>• <b>Module 2T: "GIR-in" Method of Face-to-Face Social Interaction</b></li> <li>• <b>Module 3T: "Sul-Talk" – Defusing Dangerous Confrontations</b></li> <li>• <b>Module 4: The Seven Core Principles of T3</b></li> <li>• <b>Module 4T: Close-Quarter Contacts: Concealed Hands</b></li> </ul> <p><u>Day 2</u></p> <ul style="list-style-type: none"> <li>• <b>Module 5: Unpacking the Seven Core Principles</b></li> <li>• <b>Module 5T: Tactical Drills: the Seven Core Principles in Action</b></li> <li>• <b>Module 6: Tactical Decision Exercises (TDEs)</b></li> <li>• <b>Module 7: Weapon Retention Tactics</b></li> </ul> <p><u>Day 3</u></p> <ul style="list-style-type: none"> <li>• <b>Module 8: Teach-Backs and Critique</b></li> </ul>

**Partial Client List**

**Official Training Provider:** Bureau of Justice Assistance VALOR Officer Safety & Wellness Initiative

- Aurora Police Department**
- Austin Police Department**
- BJA National Training and Technical Assistance Center (NTTAC)**
- Chicago Police Department**
- City of New York Police Department (NYPD)**
- Columbia (SC) Police Department**
- Columbus Police Department**
- Doral Police Department**
- Fairfax County Police Department**
- Fayetteville Police Department**
- Fort Myers Police Department**
- Memphis Police Department**
- Metropolitan Police Department (Washington D.C.)**
- New Orleans Police Department**
- Newark (NJ) Police Department**
- Philadelphia Police Department**
- Tucson Police Department**
- Washington Metropolitan Area Transit Authority Police**
- Wichita Police Department**



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