

Polis Solutions, Inc.



T3 – TACT, TACTICS, AND TRUST TRAINING AND TECHNICAL ASSISTANCE

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Delivered in Support of the
VALOR Initiative:
Officer Robert Wilson III
Preventing Violence Against Law
Enforcement Officers and
Ensuring Officer Resilience and
Survivability

FINAL CLOSE-OUT REPORT

Award Number BJA-2016-VI-BX-K005

T3 – Tact, Tactics, and Trust Training and Technical Assistance

EXECUTIVE SUMMARY

Polis Solutions, Inc. (“Polis”) is pleased to submit this final report to document our work completed under BJA Award Number 2016-VI-BX-K005, “T3 – Tact, Tactics, and Trust Training and Technical Assistance.” As required by the award conditions and statement of work, Polis used the cooperative agreement funds to support national delivery of T3 direct and indirect training and technical assistance (TTA) for the VALOR Initiative. We completed a total of forty-one training events in fifteen states and the District of Columbia. These events provided direct TTA to a total of 1925 officers representing 337 different law enforcement agencies. Through our train-the-trainer program and Polis Patrol Expert® digital training system, we delivered indirect TTA to an additional 9927 officers. See Tables 1 and 2 below for details. Receptivity to the training was uniformly positive as detailed below in Table 3. Viewed overall, the T3 program represents a significant advance in the integration of evidence-based training and digital training technology into the VALOR portfolio.

Total Training Events Completed	41
Total LEOs Trained (Direct)	1925
Total LE Agencies Served	337
Total LEOs Trained (Indirect)	9927

Table 1

Class Type	Classes Completed
User Class	17
Command Class	13
Train-the-Trainer	11

Table 2

Class Type	Average Rating
User Class	4.3 (86%)
Command Class	4.5 (90%)
Train-the-Trainer	4.8 (96%)

Table 3 “Would you recommend this training to other officers?” (0-5 scale)

INTRODUCTION TO T3 FOR VALOR

When Polis first received this \$2.1M award in October 2016, our original mandate was to serve as the national de-escalation training and technical assistance (TTA) provider for the BJA VALOR Initiative. That mandate quickly expanded in 2017, when BJA and Polis mutually agreed that program activities should take a more ambitious and holistic approach to addressing a wider range of strategic issues beyond de-escalation that influence the outcomes of police-community interactions. According to BJA's official description of the revised award objective, Polis' mission was "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 [T3] program will assist in protecting law enforcement and improving outcomes and relationships between officers and the communities they serve" (VALOR Initiative Toolkit, accessed at <https://www.leosafetytoolkit.org/Valor-Initiative>). Building on this revised mission, the T3 program for VALOR was tasked with addressing two core issues:

- *first*, providing an integrated training system comprising evidence-based knowledge, skills, and aptitudes (KSAs) to improve the safety and outcomes of police-community interactions; and
- *second*, identifying and helping agencies implement actionable strategies aimed at transforming the entire paradigm of police training and education in order to better meet the complex and evolving requirements of the law enforcement profession.

While the second of these two issues may seem to be attenuated from the objective of teaching police officers how to better resolve potentially violent situations, a growing body of research including an NIJ-funded evaluation of T3 training strongly suggests otherwise (see Wolfe, *et al.*, 2020). Although de-escalation is indisputably critical to safe and effective policing, it can be neither learned nor implemented in isolation from a broader set of communication, trust-building, and decision-making skills. More to the point, teaching officers how to defuse potentially violent situations leaves the question begging as to how such confrontations might be prevented in the first place, both in the immediate moments preceding conflict, and even more essentially, in the countless number of police-citizen interactions, which taken in the aggregate make up the bedrock of community trust. With this latter point in mind, officers and their leaders must understand that every interaction, however brief or minor, has strategic implications for their safety and public safety alike. Insofar as trust is the ultimate precondition of safety in *any* situation, de-escalation is merely a subsidiary skill that by itself does not address the complex matter of how to strengthen police-community trust. Taking this a step further, the challenge of improving *external* trust between police and the community is inseparably related to the challenge of improving *internal* trust within police organizations themselves. For this fundamental reason, the skills of trust-building must be deliberately tied to all aspects of law enforcement training, education, and leadership (see Rojek, *et al.* 2019 and Wolfe, *et al.* 2019).

To the extent that law enforcement training has arguably been hampered for decades by a negative, crisis-driven mindset, which widely regards training as a *post facto* corrective action in the wake of failure or controversy rather than as a proactive effort to laying the foundations for success, many officers regard new training initiatives with suspicion and even hostility. This mindset pervades the ranks of law enforcement at all levels, and needlessly subverts the ideal that training should be driven by the deliberate pursuit of excellence. Unfortunately, the "have to train" versus "get to train" attitude has corrosive effects. Taking the immediate instance of de-escalation training, many officers skeptically view it as a politically motivated effort to assuage community critics, rather than as a pathway to better and safer policing practices (see, for example, White, *et al.*, 2019). For this reason, de-escalation and similar training cannot succeed without paying deliberate attention to earning the trust and confidence of the students themselves.

EVOLUTION OF T3 FOR VALOR

As with any BJA-funded training and technical assistance program, T3 for VALOR evolved and grew in response to direction and input from BJA and other stakeholders. Polis also deliberately revised key elements of the program to align with emerging findings from the NIJ evaluation. We want to note the following significant revisions:

1. **ENHANCED EFFECTS TRAINING MODEL:** Polis and BJA agreed that in order to maximize training effects and efficient use of limited funds, Polis would adopt a model of providing more TTA resources to fewer sites. This represents a significant departure from the traditional “one and done” model, which delivers a smaller dose of training to a larger number of agencies and personnel. While the “one and done” model may allow wider overall exposure to training, the model suffers from the strategic flaw of producing minimal training effects. In contrast to the “one and done” model, Polis and BJA collaborated to identify law enforcement agencies willing to make a substantive commitment to incorporating T3 training into their organizations. The agencies chosen under this model received a series of three classes: a half-day executive/command class; a one-day user-level class; and a three-day train-the-trainer class. After completing the three-class series, training sites received follow-up support to facilitate the integration of T3 into their training and education programs. We hasten to add that due to limited program funds, follow-up support was more informal and limited than would ideally be appropriate. With this in mind, we recommend that future comparable projects should allow for resources to provide sustained implementation and evaluation support.
2. **EXPANDED FOCUS ON DIGITAL TRAINING:** Under the original Statement of Work, Polis allocated \$100,000 to develop an interactive website called “Patrol Expert” to be used as a digital forum for officers to practice essential de-escalation skills. Once we started building Patrol Expert, it quickly became apparent to BJA and Polis that Patrol Expert could be expanded and integrated with other program activities in order to significantly improve training effects and thereby enhance overall value of the program. Beyond this, BJA and Polis realized that Patrol Expert could offer a means of demonstrating the potential for transforming and modernizing the methods and technologies used by BJA and other OJP organizations to deliver e-learning TTA. With these expanded objectives in mind, and with BJA’s concurrence, funding for development and testing of Patrol Expert was increased to \$220,000. This funding enabled Polis to build the first of its kind system to enable law enforcement agencies to rapidly create custom evidence-based decision-making exercises using body-worn camera and other video footage, as well as audio files. For more information, please see <https://polispatrolexpert.com>.
3. **CROSS-PROGRAM INTEGRATION:** At the time Polis began award activities, the T3 curriculum was undergoing a separate, independent randomized control trial (RCT) evaluation funded under NIJ Award Number 2016-IJ-CX-0018. As VALOR award activity ramped up, Polis was able to draw on evidence and lessons learned from the NIJ project to improve the quality and efficiency of the T3 VALOR effort. BJA helpfully accommodated Polis’ request to flexibly and iteratively refine the T3 for VALOR curriculum to ensure continuous implementation of research results.

OVERVIEW OF T3 – TACT, TACTICS, AND TRUST® TRAINING:

Since its origination in 2014, Polis Solutions’ T3 – Tact, Tactics, and Trust has gained national prominence 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 law enforcement officers’ safety and effectiveness on every public interaction, as well as during their interactions with subordinates, peers, and leaders. The majority of T3 training has been delivered with funding and support from the U.S. Department of Justice Bureau of Justice Assistance (BJA). Prior to Polis’ receiving the VALOR award that is the focus of this final report, T3 was delivered primarily with funding from BJA NTTAC.

T3 evolved out of a major Department of Defense research and training development program called the Strategic Social Interaction Modules (SSIM) or “Good Stranger,” which was funded by DARPA (www.darpa.mil) at the height of the wars in Iraq and Afghanistan to develop evidence-based training methods and technologies to improve the ability of service members to integrate social and tactical skills. Conducting counterinsurgency and stability operations in Iraq, Afghanistan, and elsewhere around the world poses complex political and tactical challenges for the military. These challenges center on the following question: how can the military accomplish missions in dynamic situations where risk is high and trust is low, and where tactical victory alone does not win the war? Good Stranger worked to help the military tackle this question by researching the dynamics of human interactions in high-risk, low-trust situations, and then using the data gathered from this research to develop better methods and technologies to train service members to accomplish their missions in a safe, lawful, and ethical manner. Much of the research undertaken for Good Stranger involved civilian police officers, whose operating environment is far more amenable to observation and research than overseas areas of violent conflict. As such, the program incorporated a close practical and scientific connection to policing. When the Good Stranger program concluded, the same core team that initially created and led the program continued their work and developed T3. While Good Stranger was primarily focused on developing training for the military, T3 is specifically designed for civilian law enforcement officers. Although there are immense differences between police and military operations, both share the common challenge of having to succeed in changing social conditions in high-risk, low-trust environments.

Just as the military cannot achieve wider strategic and political objectives simply by engaging in combat operations, the police cannot help improve public trust and safety merely by making arrests. Moreover, when police officers must make arrests and use force, they must be able to do so in a surgical, precise manner that stabilizes the situation without creating unnecessary harm or collateral damage. As a retired Army brigadier general who worked on the Good Stranger team put it, “every time you use force, you risk creating an enemy.” That is true both for the police as well as for the military. Police inevitably face situations where force, up to and including lethal force, is the only reasonable option for creating a safe resolution. The challenge is to resolve these situations in a safe, lawful, and ethical manner that does not generate unnecessary mistrust. Perhaps the most important lesson that the Polis team learned from our prior work on Good Stranger is that “trust is safety and safety is trust.” In other words, whatever the situation, when people are truly safe, it is because they can legitimately trust those around them. We hasten to add that trust refers to emotional as well as physical safety. This is why trust is the bedrock of internal organizational stability; and this is also why police agencies must work deliberately to foster an internal culture of trust if they expect their officers to build trust externally with the community. This relationship between internal and external trust is central to the entire T3 training program, and to its delivery under the VALOR Initiative.



As briefly described above, T3 training for VALOR has two core objectives. The *tactical* objective of T3 is to strengthen officers’ capacity to be agile, adaptable, and creative in situations where safety, communication,

and trust are essential. The *strategic* objective of T3 is to transform the organizational culture of police training and education in a manner that contributes to greater officer and public safety and stronger police-community trust. These two objectives by deliberate design are mutually reinforcing.

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:** mastery of interpersonal communication that affirms the rights and dignity of all persons and minimizes unnecessary conflict.
- **Tactics:** mastery of decision-making in dynamic situations involving potential risks to life, limb, and property.
- **Trust:** acting with constant attention to integrity, benevolence, competence, and predictability.

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 mission-critical human performance, managing the dynamics of police-community interactions must be learned and deliberately practiced in a realistic context. Passive, lecture-based training is demonstrably ineffective at measurably changing officers’ performance. To put this another way, memorizing facts in a classroom setting doesn’t translate into good decisions on the street. Even officers who are poor performers can correctly indicate on a “check-the-box” policy compliance test what they are supposed to do: they just don’t do it in critical situations. In fact, to the extent that policy compliance tests and similar rote exercises neither predict nor prevent poor decisions, their value is negligible. Moreover, insofar as many police agencies tend to over-rely on such exercises in lieu of more rigorous and empirically defensible forms of training, the quality and outcomes of police-community interactions are needlessly compromised.

T3 for VALOR is meant to ameliorate this situation by helping TTA recipients implement operationally and financially sustainable training methods that align with research on the extensively researched and validated concept of deliberate practice. The concept of *deliberate practice* was first developed by Dr. Anders Ericsson, who served throughout the award period as a subject matter advisor to Polis, particularly in support of the Patrol Expert digital training system (see Ericsson, 1993). T3 is designed to enable agencies to use a deliberate practice approach to support customized implementation of T3 at their agencies. Briefly put, deliberate practice involves improving performance and accelerating the growth of expertise by breaking down a given skill into its critical parts, and practicing these skills in a structured manner that involves (among other elements) high repetitions, continuous feedback, and highly demanding mental challenges that require trainees to move beyond their comfort zone. On this point, we want to call highlight NIJ-funded research that showed positive effects of T3 training that uses a deliberate practice approach to improve officer decision-making through video-based tactical decision-exercises (TDEs) (Wolfe, *et al.*, 2020).



HOW T3 FOR VALOR WORKS

As described above, and following the paradigm of more training at fewer sites, Polis and BJA collaborated to identify law enforcement agencies willing to commit to completing a full sequence of T3 classes, and then to implementing T3 within their department training programs. The full training sequence model comprises the following steps:

- Step 1 – Command Class
- Step 2 – User Level Class
- Step 3 – Train-the-Trainer Class
- Step 4 – Follow-up Support from Polis (*Note: Polis' ability to provide significant follow-up assistance was limited by availability of funding and the scope of the award statement of work.*)

Program Deliverables:

In fulfillment of our original Statement of Work and its subsequent revision at BJA's direction, Polis completed the following deliverables:

1. **REVISED AND EXPANDED T3 CURRICULUM:** Our first step in preparing to deliver T3 training under the VALOR Initiative was to revise and customize the curriculum to ensure that it completely addressed all relevant VALOR objectives and broader OJP training standards. The basic framework of T3 is designed to be adaptable to a wide range of implementation models. As such, the customization process for VALOR was straightforward. In addition, and as mentioned above, the customization process benefitted from data and results from a separate, NIJ-funded national evaluation of T3. Along related lines, we benefitted from the involvement on our VALOR team of leading researchers on decision-making, perception, cognition, and human performance in high-stress, critical environments, and were able to improve T3 throughout the period of performance by gleaning from their work. Other key sources that contributed to the curriculum revision process were as follows:
 - Current scientific research on the dynamics of face-to-face social interaction
 - Current research and best practices in tactics and officer safety
 - Current research and best practices in adult education and learning
 - Emerging technologies in digital learning and natural language processing (NLP)
 - National data on serious/lethal attacks on LEOs and other officer safety trends and issues, including key data from FBI LEOKA
 - Research on the relation between internal and external procedural justice and training receptivity, including data from the NIJ-funded evaluation of T3
 - Research on Outcomes Based Training and Education (OBTE)
2. **COMMAND CLASS:** In collaboration with BJA, Polis developed a four-hour (half-day) command class designed to give police executives and leaders a high-level overview of T3 training and its underlying core principles. The command class is specifically intended to engage leaders and ensure that they have a clear understanding of their crucial role in the implementation of T3 and all other department training and education. While many traditional command-level classes merely give leaders a summary overview of the training that their line personnel will receive, the T3 command class takes a more ambitious

approach that challenges leaders to rethink the entire paradigm of police training and education. In particular, the command class uses the well-researched concept of Outcomes-Based Training and Education (OBTE) to show leaders how they can more effectively integrate organizational mission and values with training programs. As such, the class provides leaders with concrete means of improving performance, accountability, and reform buy-in among line staff. Among other key lessons, the course gives special attention to a renewed concept of mission that teaches personnel to think of themselves as police officers empowered and entrusted to solve community problems, rather than simply law enforcement officers. In presenting the course materials, instructors highlight the idea that police and community leaders must take a holistic view of the traits conducive to a culture of de-escalation, and then focus hiring, training, evaluation, accountability and supervision on sustaining those traits.

3. **USER-LEVEL CLASS:** when Polis began pilot delivery of T3 for VALOR, we quickly realized we would have to make changes to accommodate much larger classes than we had previously instructed. While the T3 user-level class was originally intended for delivery to groups of no more than 32 students, some of our early VALOR classes enrolled approximately 100-150 officers. Classes of this size pose fundamental challenges to the Polis' teams long standing opinion, back by research on adult learning, that to be most effective, social interaction training requires experiential learning facilitated by instructors who intentionally model the same traits and behavior that they want their students to develop and hone. While larger classes may have the short-term benefit of delivering conceptual material to a wider audience, the trade-off is a diminution of longer-term training effects, which can be more reliably ensured with a smaller instructor to student ratio. As our VALOR work continued to evolve, we sought to achieve a middle ground between small, highly interactive classes, which train fewer officers at a greater per-student cost, and large, lecture-based classes, which cost less per officer, though provide less long-term value measured in terms of behavioral change. The mid-sized classes on which Polis ultimately settled in concurrence with BJA allowed for a modest level of interaction for all students, and a higher level of interaction for a few volunteers who have the opportunity to participate in realistic tactical scenario in front of the rest of the class. Regardless of class size, all T3 user-level courses have the following features:

- Realistic drills and scenarios using non-firing, SIRT™ laser-equipped training pistols, inert training Tasers, and other safe props such as rubber knives in order create powerful training experiences that respond to most police officers' preference for kinesthetic ("hands-on") learning that explicitly addresses their personal safety.
- Tactical decision-making exercises (TDEs) that encourage the accelerated development of cognitive and perceptual skills associated with expertise. The TDEs use videos of both positive and negative police-community interactions in order to illustrate step-by-step where officers' actions either de-escalated or escalated a given situation.
- Classes that address key themes such as safe interaction with people in mental health crisis, avoiding officer-created jeopardy, and de-escalation as it relates to racial, ethnic, and other historical sources of discrimination.



4. **TRAIN-THE-TRAINER (TOT) CLASS:** In order to ensure effective integration of T3 at requestor agencies, Polis developed an enhanced version of our existing T3 ToT course customized for the VALOR Initiative. Upon successfully completing the ToT course, requestor agency instructors are qualified and able to deliver basic T3 training to their own line personnel. We want to note that unlike many traditional ToT programs, T3 for VALOR deliberately avoids a “one size fits all” approach that requires agencies to adopt a scripted, generic curriculum. Rather, the ToT course is intended to expose student instructors to the foundational concepts and features of the T3 system, and then work with them to design a course of action for implementing T3 at their agencies in a sustainable and effective manner. Beginning from the realistic perspective that the implementation of many training programs often stalls or fails due to a lack of resources, commitment, and sustainability, we encourage student instructors to develop an



incremental process that is more likely to succeed. We thereby seek to help police agencies avoid the “New Year’s resolution” syndrome, which is marked by ambitious plans that are nearly always doomed to falter and fail. Instead, we see greater value in meaningful commitments to scalable adoption of T3 that can create success stories and help set organizational conditions for wider implementation. All VALOR T3 ToT classes have the following features:

- Three days (24 hours) long, accommodating up to twenty-four (24) students.
 - Customized instruction to meet specific needs of the requestor agency in areas such as laws, policies, procedures, crime trends, community demographics, and community police relations.
 - Technical assistance to requestors through subject matter experts (SMEs) in several areas (e.g., curriculum development, adult learning, and integrated use of force training).
 - Deliberate practice approach enables local trainers to integrate T3 skills, drills, and concepts within their organizations through a wide range of training activities. This model fosters sustainable training that is frequent and substantive enough to truly impact street-level performance.
5. **POLIS PATROL EXPERT® DIGITAL TRAINING SYSTEM:** Polis Patrol Expert was created for VALOR by Polis and our technology partner, NullRef LLC. Our original mandate from BJA in developing Patrol Expert was to build a scalable, low-cost, cloud-based platform for creating and disseminating video-based decision-making scenarios, and for giving trainees basic feedback on their performance. As officers complete Patrol Expert scenarios, called “Tactical Decision Exercises” (TDEs), they receive feedback on their responses to a series of questions that follow each segment or “decision point” in the video. A decision point is a moment in the scenario where officers must quickly make an accurate assessment of the situation and determine the best course of action. Decision points for each scenario and the feedback for each TDE are based on the consensus of police experts who analyzed the events in the scenario. This model is based on research from cognitive psychology showing that after each decision point in a TDE, trainees receive maximum learning benefit if they get feedback telling them what expert officers would have done in the same situation and showing how the experts reasoned about these events. The goal of expert feedback isn’t just to correct; rather, it is to make explicit the expert knowledge of officers that might otherwise be regarded as second-nature or purely intuitive. According to research on decision-making, it does not suffice merely to tell trainees whether their responses are right or wrong: they also need to understand in detail how their responses and the

reasoning behind them compare to those of experts. Patrol Expert integrates a major body of scientific research on decision-making and human performance with best practices in adult education to create a platform that fundamentally enhances the efficiency, effectiveness, and affordability of digital training for law enforcement. Patrol Expert is the first system of its kind to enable law enforcement agencies to turn their body-worn camera (BWC) and other video footage into custom digital training. The transformative capacity of Patrol Expert lies not only in its serving as a platform for the rapid creation and dissemination of decision-making scenarios built using agencies' own BWC footage, but also in its potential to provide highly detailed, automated feedback and analysis of officers' training performance. In this twofold respect, Patrol Expert stands at the forefront of technology that can be used to seamlessly integrate police training and operations for agencies of any size. Polis created Patrol Expert to fill a critical gap in police training that cannot be remedied by traditional online learning, or by reality-based training (RBT) that uses human role players or high-fidelity computer simulators. While traditional online learning can meet the need for basic knowledge acquisition across a wide range of legal, policy, and operational topics, there is little evidence showing that such training has any kind of meaningful or enduring influence on officer behavior and performance. Plainly stated, officers' ability to "check the box" neither predicts nor improves what they actually do on the street. Indeed, to the extent that the overwhelming majority of officers – even otherwise incompetent ones – routinely pass online tests, the question is left begging what value such training has if it can neither identify nor remedy deficient performance. At the other end of the spectrum, there is strong agreement in the law enforcement training community regarding the benefits of putting officers through rigorous live and/or virtual RBT that approaches the fidelity of actual police incidents. However, the financial, staffing, and logistical requirements inherent to high-quality RBT limit its delivery in sufficient doses for all but a few exceptionally well-funded and fully-staffed police agencies. The development of Patrol Expert was completed in partnership with the Washington State Patrol (WSP) and Ft. Myers (FL) Police Department (FMPD), each of which served as a national beta test site. WSP continues to use Patrol Expert at its academy. FMPD is now collaborating with Polis on a new NIJ-funded project (Award Number 2018-75-CX-4030) that uses Patrol Expert to research the effects of video-based training on officer decision-making. Polis also plans to use Patrol Expert to support data collection for the new ADAPT program (Award No. BJA-2019-DP-BX-K003), which is tasked with developing a model defensive tactics curriculum for the National Officer Safety Initiatives (NOSI).



6. **DATA GATHERING, RESEARCH, AND ANALYSIS:** In direct support of the content development process for the Tactical Decision Exercises (TDEs) that are the cornerstone of the Patrol Expert system, Polis systematically identified video footage (primarily from body-worn cameras) of police-community interactions that offer both positive and negative examples of strong social, tactical, and trust-building skills. Starting with the model of traditional sentinel event analyses in medicine, aviation, and other high-stakes fields that focus on failures or "near misses," we took a further step and drew on research in decision-making science that shows it is even more important to understand the anatomy of success, particularly in the context of incidents where failure seemed likely, but was nonetheless avoided as the result of remarkably effective perceptions, decisions, and actions. We also address the crucial phenomenon of error correction or what some medical practitioners call "good catches." Polis researchers and SMEs analyzed sentinel events using established models from decision-making science to provide crucial operational insights, training exercises and enhanced tactics, techniques, and

procedures (TTPs). We developed an evidence-based template specifically designed to systematically transform scenario footage into decision-making exercises.

7. **TRAINING RESOURCES DEVELOPMENT:** Throughout the award period, Polis created a range of training resources for distribution to TTA recipients as well as wider stakeholders. Foremost among these are a series of three training manuals, including basic, executive, and train-the-trainer versions. We developed the manuals in close collaboration with BJA, and designed them for classroom use, as well as for stand-alone use as reference guides for officers, trainers, and leaders/supervisors. The manuals were published in both print and digital formats. In addition to the manuals, we created a range of digital tools to support users of the Patrol Expert system. Finally, we developed several simple graphic resources enabling users to apply the T3 Seven Core Principles in a range of training and education settings.
8. **ADVISORY BOARD:** Polis created a national advisory board of highly regarded police leaders and academic experts to guide, support, and provide other key input to help ensure the quality and success of the T3 for VALOR program. The original board members were Prof. Geoff Alpert (University of South Carolina), Chief John Batiste (Washington State Patrol), Ms. Nola Joyce (independent police consultant and retired assistant commissioner from Philadelphia PD), Mr. Thomas Larned (consultant/attorney and retired FBI senior executive), and Prof. Dennis Rosenbaum (University of Illinois). Prof. Alpert recused himself from the board with BJA's concurrence in 2017 to avoid a potential conflict of interest related to his separate, NIJ-funded evaluation of T3 training. The other four board members served for the duration of the award period of performance. Polis and the board held regular conference calls to brief members on award activity and to elicit their collective input on various matters of significance. As appropriate and consistent with award objectives, board members also provided additional assistance and counsel on an individual basis. We want to call particular attention to the respective roles played by Chief Batiste and Mr. Larned in securing cooperation from the Washington State Patrol and Fort Myers (FL) PD as the national pilot sites for the Patrol Expert digital training system.
9. **COLLABORATION WITH OTHER VALOR PROVIDERS:** Throughout the period of performance, Polis worked closely with other VALOR providers to optimize integration of our award activities expertise into the VALOR Initiative. In addition to participating in required teleconferences and providers' meetings, Polis continuously worked to identify points of synergy across the community of VALOR providers. Due to the nature of our award activities, we worked especially closely with IIR, ALERRT, and the Police Foundation. We also maintained continuous communication with stakeholders at BJA, OJP, NIJ, the COPS Office, and other federal partner organizations. Most notable with respect to the latter is Polis' coordination with USAO LECs around the nation to ensure alignment of T3 training with needs in the field.
10. **TTA EVALUATIONS:** Throughout the award period, Polis used a variety of pre- and post-training surveys to evaluate TTA activities immediately after delivery and assess near-term impact. We evaluated TTA activities from both instructor and student perspectives to measure effectiveness, relevance, and other key performance metrics. We also completed evaluations 90 days after completion of each TTA activity to assess mid-range impact, to determine if trained officers have put their newly acquired skills into practice. Polis also provided BJA with monthly updates on our activities. As illustrated above in Table 3, results from all three training formats were consistently positive.

11. **AD HOC TASKS AND DELIVERABLES:** Although this category was included in our original Statement of Work, BJA did not ask Polis to complete any deliverables under this category.
12. **“TEAR OFF” MODULES AND DRILLS:** Throughout the period of performance, we developed and/or provided a number of training modules, drills, scenarios, and other exercises to assist TTA recipients with incorporation of T3 into existing department training programs in areas such as firearms, defensive tactics, and patrol operations.
13. **NLP PILOT:** As our final award deliverable, and beyond the original scope of the Statement of Work, we successfully demonstrated that machine learning and natural language processing (NLP) can be used to automatically distinguish between expert and novice performance in how officers’ complete video-based tactical decision exercises involving the use of force. Contrary to the widespread notion that use of force decision-making is largely subjective and individual, the pilot results demonstrate that expert officers significantly agree in how they perceive, assess, and try to resolve situations involving force. Even where experts don’t completely agree, the scope of their responses is tightly concentrated. Compared to novice officers, experts show a high level of consensus in how they assessed situations and how they decided to try to resolve them. The pilot results are significant and promising, because they show that use-of-force decision-making can be analyzed, trained, and evaluated as an objective, evidence-based practice. Among other thing, the results demonstrate how the Patrol Expert system could be significantly enhanced to incorporate the following new data analysis and training capabilities:
 - Automated, real-time, customized feedback for individual officers based on their written and/or spoken responses to open-ended questions.
 - Detailed, automated performance evaluation of officers and groups of officers within and across law enforcement agencies.
 - Large-scale, high-accuracy statistical discovery and modeling of best practices in police decision-making.
 - Large-scale integration of body-worn camera data with training.

RECOMMENDATIONS

Over the course of completing work on the award, the Polis team learned a number of valuable lessons, which we have distilled into the following recommendations for BJA’s consideration:

- BJA should continue to expand the “more training at fewer sites” model that we successfully implemented with T3 for VALOR.
- Further to the preceding point, providers should be expected and allowed to give reasonably scoped follow-on implementation support to TTA recipients.
- In light of T3 evaluation results, BJA should consider adopting class size guidelines that give priority to interactive adult learning practices.
- BJA should allow providers to deliver ToT classes that up to four days (32 hours) rather than the current unofficial ceiling of three days (24 hours).
- BJA should increase the use of affordable, scalable digital training tools that bridge the gap between “check-the-box” policy compliance and high-cost reality-based and simulator training.

CONCLUSION

In light of this final report and all of the TTA activity that preceded it, we hope that BJA will share Polis’ assessment that we have met or exceeded all award requirements and all elements of the statement of work. It has been our privilege to serve as a provider for the VALOR Initiative; and we look forward to a continued long relationship with BJA and OJP. Thanks to BJA’s strong support, implementation of T3 continues to grow nationwide. Polis was able to seamlessly accommodate transition of VALOR-funded delivery of T3 to funding streams at BJA NTTAC and the COPS Office CRI-TAC. The Polis Patrol Expert system is also being used by an NIJ funded project to evaluate the use of video to improve officer decision-making. Finally, Polis is imminently scheduled to launch activity on our NOSI ADAPT program, which will focus on building a model defensive tactics curriculum. We are confident that this new effort will mesh seamlessly with the work we have just completed for VALOR.



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