



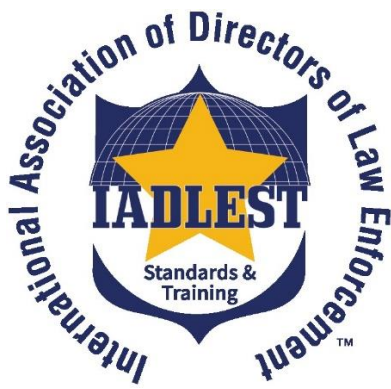
# IADLEST Annual Report 2023

February 2024

Supporting the Highest Level of Police Training Standards

Nationally and Internationally





# 2023 – IADLEST Year in Review

*IADLEST improves lives around the world by providing law enforcement education, publications, training, certifications, law enforcement leadership, and more. In 2023, the tens of thousands of law enforcement officers reached resulted in positive effects for more than 462 million community members worldwide. Here are IADLEST's 2023 highlights.*

~ IADLEST Executive Director Mike Becar



25  
Countries  
Served



Certifications:

- > Instructors = 250
- > New Courses = 203



Grants: 16  
Funds  
Managed:  
\$8,373,074

Use of force policy reviews:  
3,368 of 18,000 US Law  
Enforcement agencies



Records: 53,000+  
Searches: 11,000+  
Submitting Agencies: 49



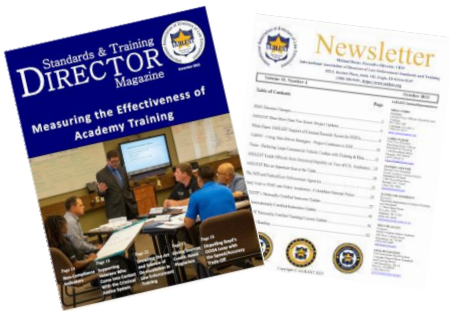
IADLEST  
Membership =  
686



**2023 Conference- Denver, CO**  
Attendance = 415 people;  
18 countries; 42 U.S. states  
<http://iadlestmagazine.org/2023June/mobile/index.html>



15 IPAC  
members



Magazine Readers: 50,000  
Newsletter Readers: 686 +  
NLEARN subscribers: 9,000

**TRAINING**

TxDot Classes delivered: 78  
Total number of students:  
1,119

NHTSA Classes Delivered: 6  
Total number of students: 142

Instructor Development  
Webinars: 12  
Total number of students: 1106



**SOCIAL MEDIA**  
IADLEST website:  
10,200 users  
LinkedIn 865  
X/Twitter: 168  
Facebook: 1,628





## **Executive Director’s Message: Mike Becar**

I am happy to report that in 2023, IADLEST’s impact on law enforcement officers reached 25 countries, all 50 states in the U.S. and tens of thousands of law enforcement officers. We could not have accomplished this without the talented and dedicated staff that make all this possible. I also want to thank the various partners, vendors and IPAC members who support and assist IADLEST with many of our programs and initiatives. We are committed to providing resources and support for Academy Directors, Trainers, and POST Commissions throughout the country and abroad. I have enjoyed hearing from each of you throughout the year. Please let me know if we can assist you in any way. For more information about IADLEST’s mission, purpose, and services, go to: [www.IADLEST.org](http://www.IADLEST.org)



### **IADLEST 2023 Table of Contents**

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### **IADLEST Mission**

IADLEST’s mission is to support the innovative development of professional standards in public safety through research, development, collaboration, and sharing of information, to assist states and international partners with establishing effective and defensible standards for the employment and training of public safety personnel.



## Standards

IADLEST's mission includes the research, establishment, documentation, and dissemination of law enforcement training and personnel standards. To this end, IADLEST maintains a National Decertification Index to help prevent unethical officers from moving to other agencies. IADLEST is committed to supporting the highest possible standards for police officer training, conduct, and fairness.

- **NDI** To meet this commitment, IADLEST maintains the National Decertification Index (NDI) to assure that officers decertified in one state may be properly screened if they apply for employment in another state.
  
- **COPS Office Agency Certification** The COPS Office asked IADLEST to develop a draft set of model standards for independent law enforcement accrediting organizations to add to their existing standards to comply with the President's Executive Order No. 14074.
  
- **Academy Innovations** IADLEST completed the first study of its kind, with support from the COPS Office, in five basic academies to research the impact of different learning modalities. The study concluded that students who received integrated instruction experienced less knowledge loss over time, regardless of whether they received the integrated instruction in-person or online.
  
- **Census of Law Enforcement Training Academies** Every five-years, the US Department of Justice, Bureau of Justice Statistics engages in a comprehensive Census of Law Enforcement Training Academies.



## Standards



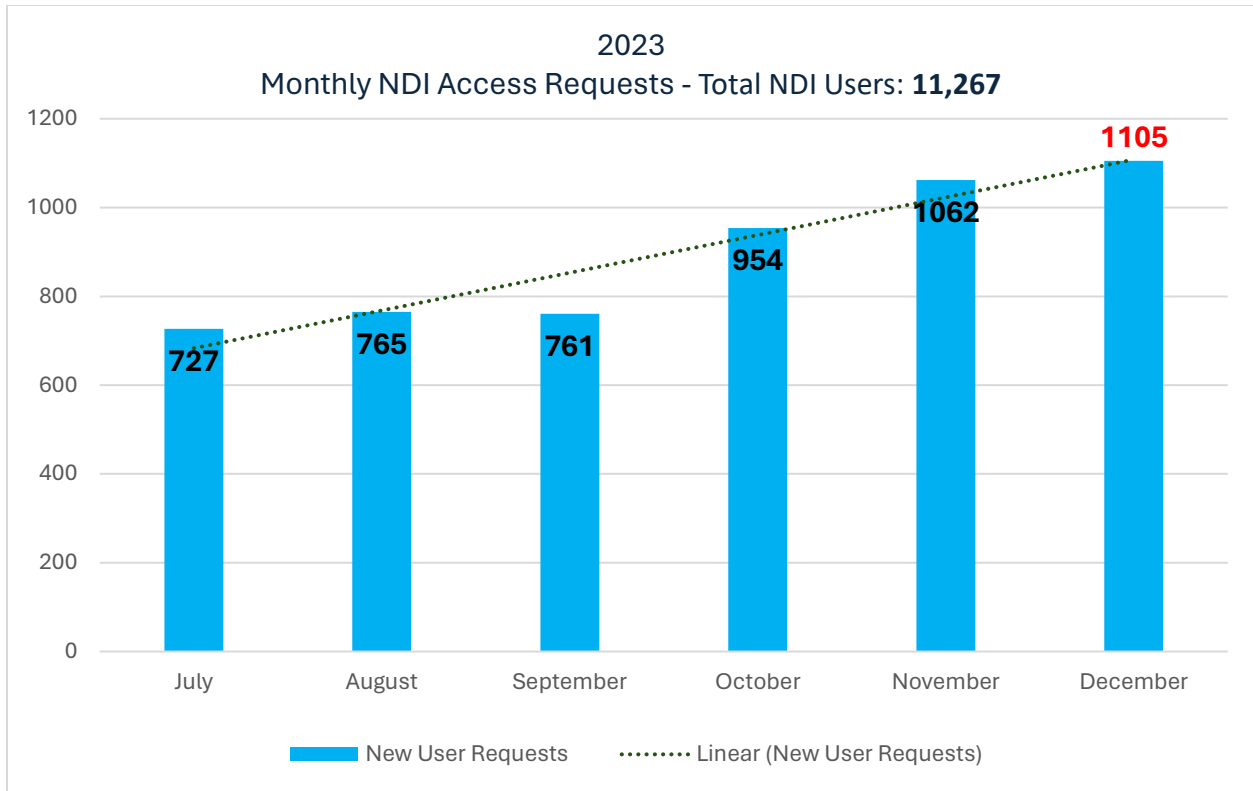
### National Decertification Index – Vic McCraw

The greatest increase in NDI usage since the NDI was created in 1990 occurred in 2023. This year's continued success of the NDI is a result of IADLEST's promotion of the NDI and the diligence of our member POST organizations and their constituent agencies in each state. IADLEST continues to answer requests for information from media outlets and law enforcement agencies, promoting the use of the NDI as an invaluable, and cost-free, resource for law enforcement employment and hiring to help prevent future misconduct and promote trust in the profession.

In 2023, the NDI experienced the following growth in usage:

- Searchable certification actions listed in the NDI increased from 34,416 submitted by 48 certifying agencies on July 1, 2023, to 53,345 submitted by 49 certifying agencies on December 31, 2023 (an increase of 18,929).
- The 49th NDI reporting agency was Georgia POST, which added over 18,000 historical records in July 2023. These records were added directly and did not affect the tracking of regularly submitted records. The 2023 average monthly numbers of new NDI records submitted searches of the NDI remained steady at 195 from July 1, 2023, to December 31, 2023.
- The number of registered users of the NDI increased from 9,323 on July 1, 2023, to 11,267 on December 31, 2023 (an increase of 1,944).
- The 2023 average monthly number of searches of the NDI increased from 5,273 on July 1, 2023, to 5,450 on December 31, 2023 (an increase of 177).
- The 2023 average monthly number of new user requests of the NDI increased from 863 on July 1, 2023, to 879 on December 31, 2023 (an increase of 16).
- The 2023 average monthly number of webpage views increased from 3,871 on July 1, 2023, to 3,926 on December 31, 2023 (an increase of 55).

One of the benchmarks of greater NDI usage in 2023 is the increase in new user requests, depicted in the graph below.



For ongoing NDI information: [IADLEST > Our Services > NDI > About NDI](#)

Dan Setzer has also long been involved with the NDI, having overseen the programming and development of the early iterations of the database system 20 years ago. In recognition of that long association, he was selected to be part of the team which evaluated the RFP proposals submitted in June 2023. The contract was not awarded at that time; he will serve in the same capacity when the RFP is again put out for bid.

**COPS Office Agency Certification – Mark Damitio, IADLEST Program Manager**



In 2023, IADLEST was afforded the opportunity to re-imagine a previous award by the Department of Justice, Office of Community Oriented Policing Services (COPS Office) in 2020. The Presidential Executive Order Advancing Effective, Accountable Policing and Criminal Justice Practices to Enhance Public Trust and Public Safety, Executive Order (EO) No. 14074, allowed The COPS Office to ask IADLEST to develop a draft set of model standards for independent law enforcement accrediting organizations to add to their existing standards to comply with the EO. The draft model standards were presented to stakeholder forums in the Spring of 2023. In addition, IADLEST was tasked under a previous EO (13929) with reviewing and certifying the use-of-force policies related to compliance with the EO for law enforcement agencies in 5 states that did not have the capacity to do so. IADLEST operated a website for the submission and review of documentation.

In December 2023, the use-of-force policy certification requirement under EO 13929 was superseded by EO 14074 and the requirement for reporting was terminated. During the term of service, IADLEST performed reviews of 3368 of the nation's 18,000 law enforcement agency policies on use-of-force, resulting in increased accountability for American policing and a safer public.



# ACADEMY INNOVATIONS

## Academy Innovations – Dianne Beer-Maxwell



IADLEST completed the first study of its kind, with support from the COPS Office, in five basic academies to research the impact of different learning modalities. The study examined whether an integrated instructional approach was more effective than a traditional siloed lecture approach, and it tested these approaches in both a classroom setting and through online asynchronous delivery.

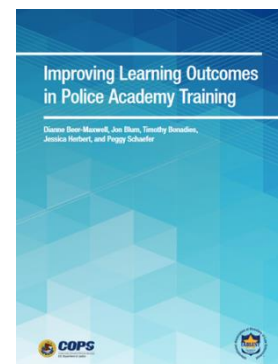
The study concluded that students who received integrated instruction experienced less knowledge loss over time, regardless of whether they received the integrated instruction in-person or online.

In 2023, the project team presented the results of the study in the following venues:

- In-person at three national conferences
  - o International Law Enforcement Educator and Trainers Association (ILEETA)
  - o IADLEST
  - o Law and Public Safety Education Network(LAPSEN)
- Virtually on two webinars
  - o in partnership with Acadis Network Powered by Vector Solutions and the National Association of Field Training Officers (NAFTO)
  - o the IADLEST monthly Instructor Development webinar.

Additionally, the results of the study were published through two sources:

- in an academic journal, “Recalling Responses: A RCT on Police Learning and Knowledge Retention” in *Policing: A Journal of Policy and Practice* and a report with the final results of the study, and
- a practitioner’s guide to integration published by the COPS Office, “Improving Learning Outcomes in Police Academy Training.”



The results of this study could improve the way that academies structure their basic law enforcement training delivery to be based on evidence. These resources and additional information about the study and the results are available for all IADLEST members on our [project webpage](#).



Constitutional Policing, first meeting, D.C. 2023

### **Constitutional Policing Initiative: Constitutional Decision-Making for Law Enforcement: Protecting Civil Rights While Pursuing Justice – Dianne Beer-Maxwell and Brian Grisham**

In partnership with the Bureau of Justice Assistance (BJA), IADLEST is developing cutting-edge legal training resources designed to support constitutional decision-making for law enforcement professionals.

Throughout 2023, the project team gathered a working group, attended trainings, and spoke with subject matter experts in the field (through focus group discussions and personal interviews) to build our understanding of constitutional policing and identify what type of training resources could be most impactful when considering the competence and confidence of officers in constitutional decision making.



This project will culminate in free training resources that increase the competence and confidence of officers related to their constitutional authority, parameters, and responsibilities. This includes strengthening officer understanding about the constitutionality of the daily decisions they make.

The project team invites people who are interested in learning more about this project, sharing constitutional policing resources, or discussing what types of training resources would be most beneficial to the field to visit the [project webpage](#) and contact the team.

Additionally, Brian Grisham continued to serve as a member of the BJA Constitutional Policing Initiative team. As an offshoot of this effort, Brian has become a member of the BJA Knowledge Lab Steering Committee, attending live and in-person convenings throughout the year.

### **Census of Law Enforcement Training Academies – Mark Damitio, IADLEST Program Manager**



Every five-years, the US Department of Justice, Bureau of Justice Statistics engages in a comprehensive Census of Law Enforcement Training Academies. The 2021 award to the Research Triangle Institute (RTI) produced an immediate request to IADLEST. In 2023, IADLEST staff provided assistance to edit and modify the survey instrument, engage in stakeholder forums, and market the project for cooperation from the nation’s POST Directors and Academies. In 2024 and 2025, there will be further stakeholder engagement and assisting the researchers with interpretation of the results.



## Training

IADLEST provides training, education, and information around the United States and Internationally to improve the knowledge and skills of law enforcement officers, law enforcement trainers and training programs, and of law enforcement leaders. Workshops, webinars, conference sessions, online resources, and digital publications provide ongoing, high-quality education resources.

- **Texas Department of Transportation (TxDOT)** We deliver training classes throughout the State of Texas with instruction on using data to help prevent crime and crashes, as well as another program focusing on large truck and bus enforcement.
- **National Law Enforcement Academy Resource Network (NLEARN)** Each week NLEARN posts information regarding training opportunities, news, teaching tips for instructors, and materials instructors can use to augment their classes.
- **Elevate Blue** This IACP/IADLEST effort, supported by the Bureau of Justice Assistance (BJA), will develop a best-in-class online training suite for law enforcement on critical subjects at the forefront of law enforcement today. 10 Training IADL.
- **CRI-TAC** IADLEST continued to partner with IACP and several national law enforcement organizations, with support from the U.S. Department of Justice’s COPS Office, to provide technical assistance and training on a wide variety of topics “by the field and for the field.”
- **Below 100** In 2023, IADLEST completed a 2019 cooperative agreement with the National Highway Traffic Safety Administration (NHTSA) to facilitate Below 100 seminars in partnership with the nonprofit Below 100 organization.
- **Instructor Development Webinars** IADLEST produces monthly advanced instructor development webinars. These webinars are free to our community. In 2023, we delivered 12 webinars attended by a total of 1106 students.
- **IADLEST Annual Conference** The 2023 IADLEST Annual Conference served 415 attendees from 18 countries and 42 U.S. states.



# Training



**Cmdr. (ret.) Daniel A. Howard** manages the Texas Department of Transportation training award as well as the NHTSA Data-Driven Approaches to Crime & Traffic Safety program. Each is described below.



**Texas Department of Transportation Awards:** IADLEST was re-awarded two separate grants in FY 2023, and both were renewed again in FY 2023, starting October 2022, which **Daniel A. Howard** managed.

The first project, *Using Data, Effective Training & Officers to Reduce Large Vehicle & Bus Crash Fatalities in Texas*, involves in-state adjunct instructors and the project manager, delivering either a 2-hour Basic *Large Truck and Bus Traffic Enforcement Training* course or a 4-hour Train-the-Trainer version. One addition this year was a focus on bridging the existing gap in basic recruit training as it relates to engaging large trucks and buses. During 2023, the program began delivering the training in police recruit classes. Of note, both courses received NCP recertification. Below is a breakdown of the activity for Calendar year 2023.

- Number of 2- hour workshops - 22
- Number of 4-hour workshops - 30
- Total number of LEO trained - 624
- Total number of training hours – 1,918



The second project, *Using Data-Driven Strategies and Agency and Analytical Training to Reduce Crashes and Social Harms*, uses a variety of in-state adjunct instructors, national DDACTS SMEs, analytical specialists, and the project manager.

In 2023, IADLEST delivered a series of in-person agency Strategic Planning DDACTS workshops, multi-day analytical training workshops, and analytical training workshops for command, supervisory, and analytical staff, all of which received NCP recognition.

There was a series of virtual analyst training workshops were created and delivered and

analytical specialists provided 432.5 hours of one-on-one analytical and technical assistance to 41 state, county, and local law enforcement agencies from across the state. In total, IADLEST delivered 5,959 hours of in-person, virtual and webinar training to 832 law enforcement professionals in 2023.

Below is the breakdown of DDACTS activity this calendar year.

### Analytical and Technical Assistance

- Agencies receiving analytical assistance – 41
- Total number of hours of assistance provided – 432.5

### Agency Strategic Planning DDACTS Workshops - 8 hours:

- Number of NCP certified workshops - 18
- Number of personnel trained - 307
- Total number hours of training – 3,096

### *Data-Driven Decision Making for Commanders, Supervisors, and Analytical.*

Analysis Driven Deployment - 2-day in-person workshop (14-hours)

- Number of workshops - 3
- Number of personnel trained - 70
- Number of hours of training – 980

### **Analyst Training:** 2-day in-person workshops

Courses: Basic Analytical - Level I (2 workshops)  
Intermediate Analytical - Level II

- Number of personnel trained – 48
- Number of hours of training - 672

### **Analyst Training:** Virtual Online Training Courses

Courses: *Data Analysis Using Microsoft Access - Level I*  
(21-hours)

*Data Analysis Using Microsoft Access - Level II*  
*Analysis in Action* (14 hours)

- Number of workshops - 4
- Number of personnel trained - 70
- Number of hours of training – 1,211



## NHTSA- Data-Driven Approaches to Crime & Traffic Safety



Our DDACTS team and SMEs remained busy during the first quarter of 2023, closing out the NHTSA grant project's 12<sup>th</sup> and final year by meeting and exceeding the grant deliverables.

Worked with numerous local, county and state law enforcements agencies in NHTSA Regions 4 and 8 and provided 32 hours of one-on-one analytical assistance and support.

- Delivered one National Agency Strategic Planning Workshop in
  - Jefferson CO. AL. February 6 -7, 2023 25 Participants
- Delivered four regional Evidenced-Based Strategic Decision-Making Courses
  - Denver, CO. February 21, 2023 32 Participants
  - Columbia, SC. March 7, 2023 21 Participants
  - Columbia, SC. March 8, 2023 21 Participants
  - Richland County, SC March 24, 2023 21 Participants
- Delivered One Analytical Strategies to Support DDACTS in-person course
  - Denver, CO February 22 – 23, 2024 22 Participants

Of note, IADLEST continues to provide free access to online webinars and training series previously developed including:

- NHTSA DDACTS Analyst Seven-Part Mastermind Series
- NHTSA Automation A-Z Webinar series
- 8-Part DDACTS Webinar Series

**National Law Enforcement Academy Resource Network (NLEARN) – Dan Setzer**



**Dan Setzer**

**Dan** manages NLEARN and provides a valuable service to the Law Enforcement Academies and trainers worldwide. He adds new content and sends out a weekly email to all NLEARN members informing them of recent additions and articles. In addition, he highlights new training opportunities, National Certified Courses, and federal and third-party training. Other topics covered include instructor development, academy management, officer wellness, and traffic safety. Over the last year, our email list has expanded from 7,836 to 10,344, reaching deep into the law enforcement community nationally and internationally.

The NLEARN website averages approximately 1,500 page views monthly.

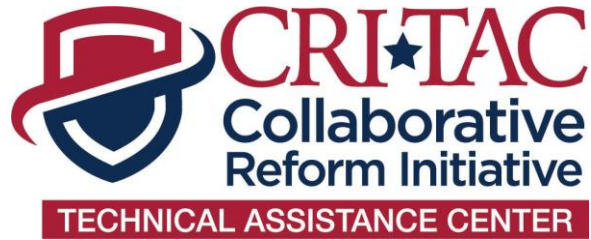


**IACP Elevate Blue – Mark Strickland, Program manager**

This IACP/IADLEST effort, supported by the Bureau of Justice Assistance (BJA), will develop a best-in-class online training suite for law enforcement on critical subjects at the forefront of law enforcement today. IADLEST is working to provide subject matter experts and curriculum developers to support this critical work. The topics available will include:

- Community Engagement and Trust
- Use of Force
- Leadership, Management & Supervision
- Managing Mass Demonstrations
- Recruitment, Hiring, Training & Retention
- Effective Violent Crime Reduction Strategies
- Officer Safety and Wellness
- NHTSA Traffic Safety

These online courses will be ready for delivery to the field during 2024.



**CRI-TAC – Mark Strickland, Program manager**

IADLEST continued to partner with IACP and several national law enforcement organizations, with support from the U.S. Department of Justice’s COPS Office, to provide technical assistance and training on a wide variety of topics “by the field and for the field.” In 2023, IADLEST advised on and actively supported several site engagements, helping CRI-TAC reach the milestone of serving 1000 law enforcement agencies since its inception in 2018.

In 2023, one of the agencies served by CRI-TAC, was the White Plains District Attorney’s Office as well as the surrounding law enforcement agencies. Mark Strickland, along with IACP and other individuals, observed the Hate Crimes training materials and training and provided valuable consultation. Another agency that was served was the Sandusky County, OH Sheriff’s Office. Twenty members of the Sandusky County Sheriff’s Office and surrounding agencies attended the Duty to Intervene training taught by Lt. Vincent Lewis and Major Dan Haley. The participants were very pleased with the training they received.

Through CRI-TAC, IADLEST created several new curricula in partnership with IACP for the Duty to Intervene course, IADLEST and the IACP completed the following.

- Piloted the curriculum and made revisions based on pilot feedback.
- Developed a train-the-trainer instruction course and delivered the course to a national cadre of instructors at the IACP Headquarters in Alexandria, VA.

IADLEST also continues to support the development and revision of a Hate Crimes basic curriculum and is creating a Hate Crimes Investigative instructional block for CRI-TAC. These training materials were developed by Jon Blum and Peggy Schaefer.



**Wear your belt.**

**Wear your vest.**

**Watch your Speed.**

**WIN  
What's Important Now?**

**Remember:  
Complacency Kills!**



### **Below 100: Mark Damitio, IADLEST Program Manager**

In 2023, IADLEST completed a 2019 cooperative agreement with the National Highway Traffic Safety Administration (NHTSA) to facilitate Below 100 seminars in partnership with the nonprofit Below 100 organization. Below 100 is a law enforcement training program to influence law enforcement culture by providing innovative training and awareness on identifying the leading causes and current trends in preventable line of duty death and injuries.

In 2023, there were 11 four-hour Below 100 intensive classes held in 8 different states attended by 217 students and 4 four-hour Below 100 Train-the-Trainer classes held in 4 states attended by 56 students.

Feedback from students underscored the importance of this lifesaving message and is best summed up by this comment from Officer Jeffrey Couture, of the Chicopee, MA Police Dept.:

“This was my first conference and I walked away inspired, enriched, and educated. By the end of the year, I will have delivered Below 100 to 500 veteran, reserve and full-time police officers. I never realized how becoming a Below 100 instructor would change my views, my beliefs and honestly, my life.”

### **Instructor Development Webinars - Mark Damitio, IADLEST Program Manager**



IADLEST produces monthly advanced instructor development webinars. These webinars are free to our community, and in 2023 we delivered 12 webinars attended by a total of 1106 students.

- January 19<sup>th</sup> The End of the Course Survey: There is a Better Way
- February 16<sup>th</sup> Thinking Differently about Simulation Training
- March 16<sup>th</sup> A SHIFT in Policing: Motivating the Senior Officer



- April 20<sup>th</sup> Learning & Leading: Incorporating After-Action and Lessons Learned into Training
- May 26<sup>th</sup> Alternatives to ADDIE: Three Instructional Design Models to Consider
- June 22<sup>nd</sup> Establishing Best Practices for Experiential Training Sessions
- July 20<sup>th</sup> Delivering Open Source Intelligence Training
- August 17<sup>th</sup> "MAD SCIENCE" in Instructional Design
- September 21<sup>st</sup> Revisiting Qualified Immunity
- October 19<sup>th</sup> In-Context Learning
- November 16<sup>th</sup> Evidence-Based Strategy to Improve Recruit Training
- December 14<sup>th</sup> We Are Measuring the Wrong Things.

Eleven of the webinars were sponsored by Vector Solutions/Acadis, a member of the IADLEST Partner Advisory Committee (IPAC). We are grateful to our sponsors for their support.

IADLEST Annual Conference – Yvonne Pfeifer and Laurie Jackson



The IADLEST Annual Conference served 415 attendees from 18 countries and 42 U.S. states.



Registration is now open. [Register Here](#)



## Certifications

In support of standards of excellence in law enforcement training, IADLEST administers rigorous evaluation processes to certify training courses, youth/LAPSEN instructors, national instructors, and international instructors. Once certified, courses must be reviewed every two years. Once certified, instructors must go through a renewal process every two years.

- **National Certified Training** One of the primary functions of the NCP review is to ensure the course learning objectives are aligned with demonstrated student learning.
- **IADLEST National Certified Trainers and IADLEST Internationally Certified Trainers** Recipients of IADLEST's Nationally Certified Instructor (INCI) Program and Internationally Certified Instructor (IICI) certification are subject matter experts (SME) who have focused their talents on law enforcement training, increasing IADLEST's influence on training excellence, and making a continued, positive impact on the work of law enforcement officers.
- **IADLEST/LAPSEN Certified Trainers** IADLEST's newest instructor certification program, the IADLEST/LAPSEN certification program is a partnership with LAPSEN.



## Certifications



### National Certified Training (NCP) – Jim Gordon

One of the primary functions of the NCP review is to ensure the course learning objectives are aligned with demonstrated student learning. Often, we see courses with numerous learning objectives that are not fully addressed or supported in the course curriculum, nor is there evidence of student learning to demonstrate the objectives have been met. NCP staff routinely work with training providers to align their course materials and activities to ensure the objectives are met, and that the objectives require the student to apply what they have learned through demonstration or facilitated critical thinking questions. This way, we ensure the student not only KNOWS the material but can apply it.”

During the NCP review, evaluators look for a Student-Centered Learning Environment. That is, how does the instructor plan to engage the students in meaningful ways to ensure learning is as close to what will be expected of the students in the field? Our goal is to inspire creativity and innovation by using available resources at training sites for a wide variety of instructional activities beyond lectures. We look for descriptions of meaningful activities that produce measurable learning outcomes that allow students to connect with their own experiences.

The National Certification Program (NCP) requires training providers to provide a meaningful testing process to ensure students know the material and can apply it in their respective duty assignments. Our NCP evaluators look for class activities or another testing process within the course curriculum (written exams, facilitated dialogue, etc.) that test students at the "Application" stage or above of Bloom's Taxonomy. Many providers are not familiar with critical thinking question design, requiring NCP staff to work closely with providers in designing a testing process that meets or exceeds course objectives and the return on investment to agencies.

During NCP review of lesson plans, we not only look to see that students are active in the classroom, but the class activities are designed to complement all three learning domains (affective, cognitive, psychomotor) when appropriate. Often, we find training providers focus

solely on the Cognitive material (the nuts and bolts of the curriculum itself) but don't use the Affective or Psychomotor domains in helping emphasize WHY the course is important. Keeping students actively involved and using course activities and materials that help emphasize WHY students need the material ensures the course performance objectives are met and the student retains the material. <http://iadlest-ncp.org/>

#### 2023 data:

- Reviewed 770 courses
- Failed 70 – 11%
- Trained 153 reviewers
- Worked with 527 training providers
- Certified 203 courses, failed 25
- Worked with 38 Providers in phone/webinar consultations
- Trained 5 reviewers
- Developed a new and innovative Lesson Plan Template for training providers

#### NCP Outcomes:

The NCP is dedicated to improving the quality of law enforcement training by ensuring training is aligned with course goals and measurable outcomes. The NCP also requires training providers to provide all reference training curricula (cited references) and a clear picture of how the curriculum will be delivered. The NCP strives to ensure courses are student-driven, with course activities that are closely aligned with how students are expected to perform in the field.

#### Certified Instructors – Kelly Alzaharna

Recipients of IADLEST's Nationally Certified Instructor (INCI) Program and Internationally Certified Instructor (IICI) certification are subject matter experts (SME) who have focused their



talents on law enforcement training, increasing IADLEST's influence on training excellence, and making a continued, positive impact on the work of law enforcement officers. IADLEST's Nationally and Internationally Certified Instructors come highly recommended by their peers or IADLEST members. Their credentials include significant training and curriculum development experience and a demonstrated commitment to improving criminal justice

training and society.

See the full list of INCI Instructors here: [INCI Certified](#)



Nationally Certified Instructors

INCI (New)	55
INCI (Renewals)	39

TOTAL INCI at end of 2023: 191



Internationally Certified Instructors

IICI (New)	10
IICI (Renewal)	15

TOTAL IICI at end of 2023: 59



IADLEST/LAPSEN – Leah Besonen

IADLEST formed a partnership with LAPSEN in 2021 to support recruitment and training for law enforcement agencies. The Law and Public Safety Education Network (LAPSEN) is a state managed non-profit, supporting public safety career programs at the high school level, and non-school programs through age 20+ that are overseen by Law Enforcement Agencies. The IADLEST Executive Committee reviewed and approved a basic law enforcement curriculum for youth and partnered with LAPSEN to present graduates from these programs with a certificate of completion approved by IADLEST. In return, IADLEST receives a small fee on exam fees for completion of this program. IADLEST also worked with LAPSEN to develop a youth certification program to recognize those youth law enforcement instructors in the program. Deputy Director Brian Grisham serves on the LAPSEN board of Directors to represent IADLEST.

There are three certified instructors in this program, one of whom will be up for renewal in 2024. For more see: [CYI Certification Program](#)



## Accreditations, Audits and Analysis

IADLEST conducts academy accreditations and audits to provide agencies with comparative assessments of their practices and operations as measured against best practices. While an accreditation looks at all aspects of an agency's operation, an audit is tailored to and narrowly focused on specific areas as determined and requested by the agency. Job Task Analysis provides a three-phase assessment and report about the tasks critical to law enforcement jobs in the agency or jurisdiction reviewed.

- **International Accredited Academy** IADLEST completed one law enforcement academy accreditation in 2023 with the United Arab Emirates Ministry of Interior Police College.
- **Accreditation: Columbian National Police Standards Center** The IADLEST Program Manager, a fluent Spanish speaker, born in Colombia had extensive experience working with the Colombian National Police for over 20 years of collaboration through the US Department of Justice. The Program Manager was embedded full-time in the Standards Center.
- **Accreditation: US Academy/POST Certifications** Accreditation helps an agency demonstrate adherence to national standards, add defensibility via an objective and thorough certification process, comply with state, national and international standards, and practices, increases marketability due to validation of training and practices and enhances issue identification techniques and implementation of best practices.
- **Audits: Ohio Peace Officer Training Commission** The **Ohio Peace Officer Training Commission (OPOTC)** Audit final report of this review was published in April 2023.
- **Analysis: Job Task Analysis (JTA)** IADLEST offers JTA for an entire entry-level academy curriculum, multiple in-service topics, or a single lesson. The process can be tailored to individual agencies. The general process is outlined below.



## Accreditations, Audits and Analysis



**International Accreditation:** Mark Damitio, IADLEST Program Manager managed the following projects.

IADLEST completed one law enforcement academy accreditation in 2023 with the United Arab Emirates Ministry of Interior Police College. The accreditation resulted in the Award of Excellence for the academy.



United Arab Emirates Interior Police College

### Accreditations in progress in 2023 include:

- Dominican Republic National Police, Institute for Police Education. IADLEST also coordinated a study tour of best practices law enforcement academies for four officials of the DR Police Reform Commission in August to 3 academies in the State of Florida.

- Ministry of Internal Affairs Police Academy and the Agency for Ministry of Security Training for the nation of Bosnia and Herzegovina
- Arkansas DPS Northwest Arkansas Law Enforcement Training Academy

**There are several accreditations anticipated in 2024** from consultations and work performed by IADLEST staff in 2023:

- Jamaican Constabulary Force National Police Academy. An overview of the accreditation process was provided to the JCF officials in January.
- Trinidad and Tobago Homeland Security Academy. An overview of the accreditation process was provided to the T&T NSTA officials in February.
- Guyana Police Force Training Centre. An overview of the accreditation process was provided to the GPF law enforcement officials in June and September.
- Royal Bahamas Police Force Academy. IADLEST has received a sub-award to perform technical assistance with the Pan American Development Foundation to conduct accreditation and other consulting services to the listed academies. This project is a portion of a more significant Caribbean Basin Security Initiative by the US State Department that may lead to additional accreditations in other nations.

In September, IADLEST coordinated a study tour of representatives from the Pan American Development Foundation project to the Idaho POST Academy for them to see first-hand the operations of a law enforcement academy that has received the IADLEST Law Enforcement Academy Accreditation Award of Excellence.

- Ukraine Patrol Police (3 academies). IADLEST has been contacted by the US DOJ ICITAP to support the accreditation of these 3 academies.
- Tunisian National Guard (3 academies) and Tunisian National Police (3 academies).

IADLEST has been contacted by the US State Department INL to support the accreditation of these 6 academies. An overview of the accreditation process was provided to the Tunisian law enforcement officials in November.



Tunisian National Police



Idaho Study Tour with the Pan American Development Foundation

In addition to the Self-Assessments mentioned above, there were Law Enforcement Academy Self-Assessments started in 2023 for:

- Washington State Criminal Justice Training Commission



- INL-Panama for the Panamanian National Police
- Washtenaw Community College (MI) Public Safety Academy for reaccreditation
- Republic of Albania Ministry of Internal Affairs General Directorate of the State Police Security Academy

IADLEST continues to be a leader in the assessment of excellence for law enforcement academies. US government agencies with an interest in improving policing worldwide depend upon IADLEST for their expertise and commitment to improving the profession.

### **Colombian National Police Standards Center – Carl Risheim, IADLEST Program Manager**



On August 12, 2022, IADLEST was awarded the contract by the US State Department to support the development of a sustainable and independent Standards Center for the Colombian National Police (CNP). IADLEST would assist with developing standards, providing recommendations regarding the infrastructure and organizational structures of the Standards Center and Validation Centers. Moreover, IADLEST would provide advice and guidance to develop a methodological system for the validation of competencies, and the training of future validators for the standards center. Finally, IADLEST would accredit the Colombian Standards Center under IADLEST standards for POST organizations. The initial proposed scope of the project was a 24-month project, but it was reduced to 12 months prior to the commencement of the project. IADLEST contracted an expert in developing and implementing police development programs in Latin America, Asia, and Europe. The IADLEST Program Manager, a fluent Spanish speaker, born in Colombia had extensive experience working with the Colombian National Police for over 20 years of collaboration through the US Department of Justice. The Program Manager was embedded full-time in the Standards Center.

IADLEST developed a strategy for the implementation of the program objectives and submitted the plan to the US State Department, International Narcotics and Law Enforcement Affairs Section (INL) Bogota, with recommendations for extensions in the time periods initially identified by the US Embassy. The Work plan was accepted and implemented by IADLEST from August 2022 through November 2023.

IADLEST provided monthly status reports and maintained communication with the Embassy INL Bogota project COR and Senior Police Advisor. Reports detailed advances, challenges, and accomplishments. At the request of INL Bogota, clarification and additional information was always provided when requested.

When IADLEST arrived, the CNP Standards Center identified thirteen potential standards for validating competencies. The IADLEST Program Manager worked with the CNP Standards Center Research Chief, who was tasked with the design methodology. IADLEST provided recommendations and discussion on the wording and the need for standards that ultimately led to the reduction to nine standards.

The embedded IADLEST Program Manager provided advice, guidance, and reference material on a daily basis to the research group that was tasked with developing the Standards. IADLEST completed its work in assisting with the development of the standards after participating in the final briefing with stakeholders within the police and with the Consultative Committee and Civil Society groups, which were the necessary steps outlined in the enabling legislation before the standards could be formally accepted and ratified by the Director of the National Police. IADLEST also met with institutional lawyers to discuss potential liability issues with terminating employees who do not pass the validation exercises after two attempts. The institutional lawyers also found the standards development methodology was defensible and the standards appropriate for validating competencies.

IADLEST presented the Fundamentals of Assessment Course in June and the Validator Train-the-trainer course in October. IADLEST also reinforced the information in the Fundamentals of Evaluation course with Zoom calls, to address any questions on the material. The Zoom calls included practice sessions using the metrics developed by IADLEST. Moreover, the IADLEST Program Manager in Colombia provided mentoring on the use of a Task Analysis for the patrol officer, to identify competencies. In the area of physical fitness, the IADLEST program manager provided significant assistance on developing a measure for the competencies required by a police officer. In addition, the IADLEST program manager taught and mentored the Standards Center on the development of the Job Task Analysis for the validator position.

As it relates to training, IADLEST worked diligently with CNP staff, teaching them how to develop and implement multiple metrics to ensure the reliability and validity of CNP written tests and practical exercises.

IADLEST experts also provided verbal and written feedback on CNP-produced practical exercises designed to address physical fitness, human rights, police procedures, use of force, and citizen attention standards.

IADLEST coordinated a study tour of CNP Standards Center officials on two separate tracks to identify the best practices for training in Law Enforcement Academies and for the administration and operation of POST agencies in the US. The first study tour was conducted in August for nine officials in Kentucky, North Carolina and Georgia. The second study tour was conducted for another nine officials in October in California, Oregon and Arizona.

The project was completed on November 10, 2023.



Columbia National Police – Study Tour

**Accreditation: US Academy/POST accreditations – Mark Damitio, Program Manager**



IADLEST performs accreditation services for law enforcement academies and POST agencies. Accreditation helps an agency demonstrate adherence to national standards, add defensibility via an objective and thorough certification process, comply with state, national, and international standards and practices, increases marketability due to validation of training, and practices, and enhances issue identification techniques and implementation of best practices. There are 54 law enforcement academy standards and 99 POST agency standards.

**Audits and Analysis – Mark Damitio, Program Manager** IADLEST also performs audit and analysis services for law enforcement academies and POST agencies. Unlike accreditations, audits and analysis services are customer-driven and tailored to specific areas as determined and requested by the agency. They can include: a Performance Audit: Efficiency, effectiveness and conforming to best practices; an Image Audit: Perceptions of external (stakeholders) and internal (employees); an Operations Audit: Quality and effectiveness; a Management Audit: Leadership; a Content Audit: Comparison to industry best practices; or a Legislative and Policy Audit: Compliance.

There were no US academies or POSTS that were accredited in 2023, but several are in-progress.



**Audits:** Brian Grisham reports that the **Ohio Peace Officer Training Commission (OPOTC)** Audit final report of this review was published in April 2023.

**Analysis: Job Task Analysis – Jon Blum**



In 2023, IADLEST began officer job task analysis (JTA) and curriculum development services. IADLEST offers JTA for an entire entry-level academy curriculum, multiple in-service topics, or a single lesson. The process can be tailored to agencies. Below is the general process.

Phase I: Needs Assessment / JTA Data Collection: IADLEST gathers respondent data from the individual agency, region, or an entire state. Surveys are distributed electronically to identify specific job tasks by assignment, frequency, and criticality.

Phase II: Curriculum Development: IADLEST will use data collected during Phase I to develop learning objectives and uniform lessons using adult learning best practices and NCP standards.

Phase III: Piloting: IADLEST will provide train-the-trainer sessions and on-site technical support to pilot the new curriculum. Piloting also includes test instrument validation through data analysis.

IADLEST was awarded two state-wide JTA project contracts in 2023 – Vermont and New Mexico. Both Vermont and New Mexico plan to use JTA data to overhaul their existing basic law enforcement academy curriculums. IADLEST believes it is the frontrunner for additional curriculum development contract awards for both states.

Data collected at the state-wide level will help IADLEST identify core competencies that apply to any state, which can help make training more consistent.



# IADLEST Operations and Outreach

## Operations: By the Numbers – Yvonne Pfeifer, CFO



IADLEST Chief Financial Officer Yvonne Pfeifer manages all accounts for grants; IADLEST staff (3), 14 project managers, and approximately 100 contractors; the annual IADLEST Conference; and the daily operations of the various projects and operations of IADLEST.

Here are more details.

- IADLEST is the Prime Grantee on 11 grants from the Federal government and State agencies.
- IADLEST is a sub-grantee on 5 pass-through grants from 3 different agencies/organizations.
- IADLEST managed 18 new and ongoing grants and cooperative agreements and was awarded \$1,00,237.12 in new funding in 2023. For a total of \$8,373,074.31.



**Operations: Brian Grisham, Deputy Director**, is tasked with general administrative and legal issues and is involved in many projects for IADLEST.

## Operations and Outreach: Brian Grisham, General Counsel and Administrative Activities

Throughout the year, Brian reviewed numerous contracts and legal documents and prepared responses related to legal issues of the Association. He participated in eight media interviews on behalf of IADLEST and spoke in four podcasts and webinars related to its mission in police standards and reform. He also produced a white paper in support of IADLEST's efforts to obtain criminal history access for POST organizations nationwide.

## Outreach: World Police Summit, Dubai – Brian Grisham



Deputy Director Brian Grisham has now served on the Board of Trust for the Dubai World Police Summit (WPS) for a year. The second summit was held in March, 2023 and Brian was joined by Joe Trindal, IADLEST Executive Committee’s International Representative, in attending and presenting at the summit. Brian also serves on the selection committee for the WPS Awards in Excellence.



## Operations and Outreach: Surveys and Special Projects – Brian Grisham

IADLEST was involved as consultants, participants, and subject matter experts in partnership with various scholars, research entities, and collaborators and Brian Grisham coordinated:

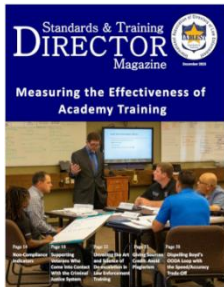
- LAPSEN youth in law enforcement program, and Brian will join them as a board member in 2024.
- NDI National POST Commission Survey with Hamline University is ongoing.
- National Staffing and Recruitment Study—NIJ and Michigan State University—is anticipated to ramp up more in 2024.
- Yale University’s Justice Collaboratory study on POST Commission authority and effectiveness.
- Partnership between IADLEST and Command Presence in a Leadership Certification program that will launch in 2024.

## Outreach and Collaboration

Brian was able to travel to Washington, D.C. on four separate occasions for workshops, meetings, and listening sessions to keep IADLEST at the table with our federal partners and sister law enforcement organizations. Conference partnerships and travel to other areas of the country were actively sought to raise awareness of IADLEST, its membership, and its mission. These activities included:

- Management and facilitation of meetings related to the National Decertification Index (NDI) Expansion Project, its extension, and the reissuance of the RFP for its improvement.

- Meetings with the COPS Office.
- OJP 988 Conference.
- Department of Homeland Security’s NSI SAR Reporting Steering Committee member charged with updating the DHS suspicious activity reporting system.
- Meetings with DOJ on the NDI Expansion Project and consultation of their development of the federal National Law Enforcement Accountability Database (NLEAD).
- IADLEST Executive Committee meeting at the winter National Sheriffs Association Conference.
- Brain Injury and Law Enforcement Training Focus Group meetings.
- Meeting with District of Columbia Police Department POST.
- DOJ swearing-in ceremony for Director of Office of Violence Against Women.
- Attended COPS Office listening sessions on the federal De-escalation Act.
- Attended IADLEST/IACP meetings in October in San Diego, CA and spoke before the IACP CJIS Committee regarding POST criminal history access.
- Led IADLEST’s collaboration with VirTra Systems in their “Project Santa” donation of a use-of-force simulator system to a deserving law enforcement agency.
- Attendance at the West Regional IADLEST Meeting in California in November.
- Presented to the Yale Law School Cohort of the Justice Collaboratory on the NDI, law enforcement regulation, and police reform.



***Standards and Training Director Magazine – William “Bill” Flink***

<https://www.iadlest.org/news/magazine>

Published quarterly, March, June, September and December, the *Standards and Training Director Magazine* is in its fourth year of publication. During 2023, our magazine shared 76 articles from leaders in the standards and training field along with numerous training opportunities that members and our constituency could attend to enhance their credentials or professionalism. Readers from around the globe can access the magazine as each issue is archived and freely available on the IADLEST website (above link). There are over 50,000 subscribers who receive the magazine’s digital link via email.



## ***IADLEST Newsletter – Dan Setzer***

<https://www.iadlest.org/news/newsletters>

Published quarterly, January, April, July, and October, the *IADLEST Newsletter* publishes information of interest to IADLEST members: POST Director changes; course announcements; meeting minutes; updates on IADLEST project work; and a significant number of training opportunities for members and their staff. The Newsletter is in its 33<sup>rd</sup> year of publication. Readers around the world can access the newsletter as each issue is archived and freely available on the IADLEST website (above link). The newsletter is sent to all IADLEST members whom receive the newsletter via digital link by email.

In 2023, Dan completely redesigned the Newsletter and changed its function to focus specifically on topics of interest to IADLEST members. It remains a quarterly publication with editions in January, April, July, and October. The newsletter averages 350 downloads per issue.

In addition to special projects, when the IADLEST team takes on new projects, Dan creates new web pages and edits existing web pages on the IADLEST website to promote the latest projects and update ongoing programs.

**Outreach:** Dianne Beer-Maxwell, Jon Blum, and Timothy Bonides authored an article on AI, which appears in the ILEETA Journal Volume 13, Edition 4 Winter Edition, page 22, and is now available for download at <https://ileeta.org/resources/>





## Outreach: IADLEST Partner Advisory Committee (IPAC) - Jana Kemp



IADLEST Partner Advisory Committee (IPAC) met three times in 2023 to provide inputs to IADLEST, to begin working with the IADLEST Executive Committee on projects of benefit to the association, and to provide insights from companies working with law enforcement in multiple disciplines. Two new members joined IPAC, bringing the membership count to the full 15 company members.

**IADLEST  
PARTNER ADVISORY COMMITTEE**

The IADLEST Partner Advisory Committee (IPAC) was established in 2019 to support resource development for IADLEST and the advancement of law enforcement training nationwide. Members of the IPAC help ensure that training and standards meet the needs of the public safety industry, help to promote the adoption of best practices, provide IADLEST with perspectives and recommendations regarding selected IADLEST projects, and initiatives and emerging topics in the field. The IPAC seeks to advance the public safety profession with a vision of outcomes-based police training and standards.

**IPAC Serves as a:**

- Technical Advisory Panel comprised of subject matter experts (SMEs);
- Platform to engage partners and create opportunities for collaboration;
- Sounding and advisory board for IADLEST's current and emerging programs;
- Think tank to assist IADLEST with its mission and strategic plan.

Learn more about the IPAC, including the IPAC publication *Why Law Enforcement Needs to Take a Science-Based Approach to Training and Education*, on our [website](#).

**Our IPAC Partners**

## Outreach: Social Media – Nikki Nelson

### IADLEST WEBSITE & SOCIAL MEDIA DASHBOARD

September 2023 – November 2023

WEBSITE PAGE VIEWS (Since 9/1/2023)	
USERS	19,062
OVERALL VIEWS	106,945
NLEARN	3,618*
CERTIFIED INSTRUCTORS	727
ABOUT DDOACTS	531

PROJECTS	
ACCREDITATION	605
MODEL STANDARDS	319
AUDITS	222
CRI-TAC	129

TOP RESOURCES	
National Decertification Index Login Page	10,609

TRAINING	
TXDDACTS	427
BLUE COURAGE	35
EVERY OFFICER A LEADER	125
DDACTS	446
ANALYTICAL CAPACITY	73

**Facebook**

1,838

**X (Twitter)**

217

**LinkedIn**

1,324

### IADLEST SOCIAL MEDIA

IADLEST has a robust set of social media platforms where we broadcast useful information to our members about law enforcement standards.

We encourage you to visit IADLEST's social media sites, when researching training and standards information. The following site addresses are provided for your convenience.

- <https://www.facebook.com/IADLEST/>
- <https://www.linkedin.com/company/iadlest/>
- <https://twitter.com/iadlest/status/1248353754539311108>
- <https://www.youtube.com/channel/UCObihGYvEUV0uedgbyBuEIA>

### **Outreach: Representing IADLEST at LAPSEN – Dianne Beer-Maxwell**

In November 2023, Dianne represented IADLEST at the Law and Public Safety Education Network (LAPSEN) annual conference in Phoenix, AZ. LAPSEN and IADLEST are partnered on the Certified Youth Instructor program. Dianne presented to over 100 Career and Technical Education (CTE) educators at the high school and community college level on the results of the Academy Innovations study, the proposed work of the Constitutional Policing Decision-Making project, and other resources and priorities of IADLEST. This partnership is mutually beneficial as LAPSEN instructors are helping to build a pipeline for future police recruits and ensuring that they have strong foundational instruction and relevant experience.



*Project Manager Dianne Beer-Maxwell pictured with Arizona POST director Matt Giordano at the Law and Public Safety Education Network annual conference in Phoenix, AZ.*

### **Outreach: National Conference Exhibits and Presentations**

Each year, IADLEST participates in a number of conferences to promote its work, programs and services. In 2023, Vic McCraw had an NDI exhibit at the FBI National Academy conference in Denver, CO.

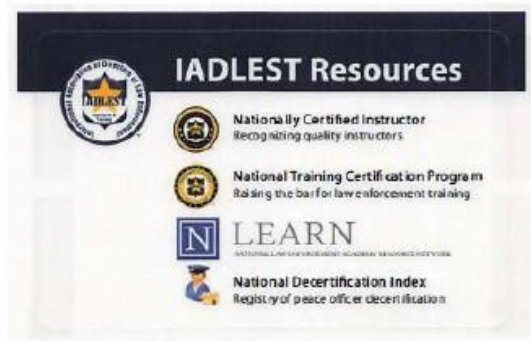
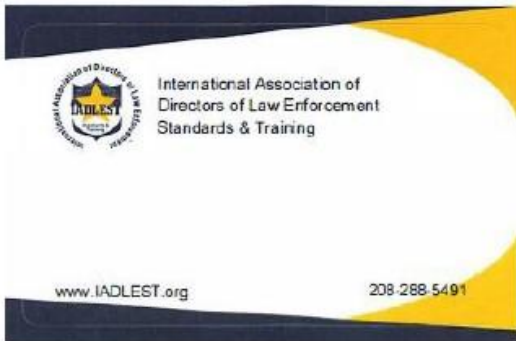
In 2023, Dianne Beer-Maxwell attended three conferences tied to her work with Constitutional Policing, presented at one. Dianne also presented Academy Innovations information at three Conferences: ILEETA, IADLEST, and LAPSEN.

## Operations and Outreach support – Leah Besonen



Leah Besonen has been IADLEST's Administrative Assistant and Receptionist for nearly two years. Leah assists the CFO with check distribution, inventory, spreadsheet documentation, annual conference, and other various tasks. Leah also helps the Program Managers, one of which has utilized her photography skills in IADLEST's quarterly magazine.

**IADLEST Membership Cards issued in 2023:** 383 with a total of 686 IADLEST members.








## Operations and Outreach Sales and Marketing – Mark Strickland



**Mark** joined the IADLEST team as our Sales and Marketing Manager. Mark brings a wealth of knowledge in working with vendors and marketing for the IADLEST magazine, *Training and Standards Director* and NLEARN. Also, he assists other IADLEST staff members in writing grants.

## IADLEST Staff and Contractor Team

Name	Project(s)	Contact
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 <p>Dianne Beer- Maxwell Project Manager</p>	Academy Innovations Constitutional Policing	<a href="mailto:dianne@iadlest.org">dianne@iadlest.org</a>
 <p>Mark Damitio Project Manager</p>	Academy Accreditation Below 100 Instructor Development Webinars	<a href="mailto:markdamitio@iadlest.org">markdamitio@iadlest.org</a>

	William "Bill" Flink Project Manager	<i>Standards and Training</i> <i>Director Magazine</i> Sourcebook Project	<a href="mailto:wflink@iadlest.org">wflink@iadlest.org</a>
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	Mark Strickland Project Manager	CRI-TAC Elevate Blue Sales & Marketing	<a href="mailto:markstrickland@iadlest.org">markstrickland@iadlest.org</a>
	Jon Blum Project Manager	JTA Curriculum Development	<a href="mailto:jon@iadlest.org">jon@iadlest.org</a>



### IADLEST Mission

IADLEST's mission is to support the innovative development of professional standards in public safety through research, development, collaboration, and sharing of information, to assist states and international partners with establishing effective and defensible standards for the employment and training of public safety personnel.



**IADLEST Headquarters** ~ Our office has a conference room, receptionist area, kitchenette, and three offices.

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**Telephone:** 208-288-5491

[www.IADLEST.org](http://www.IADLEST.org)

