

EXCHANGE

INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS



Emergencies are continually testing an organization's ability to respond to, and effectively manage, various types of crisis situations. There is perhaps no other time when executives are more rigorously tested, and their actions more closely scrutinized, than immediately after their organization has experienced a critical incident.

Critical incidents are unplanned events such as natural disasters, hazardous materials spills, transportation disasters, hostage situations, and other similar life threatening events. The extraordinary dimensions of these situations require special organizational skills and abilities on the part of emergency response personnel in order to attain a successful outcome.

Emergency Response Planning and Training Needs

Both public and private sector organizations are becoming increasingly aware of the need to plan for the effective management of critical incidents. Officials are expected not only to prepare well-written plans for these events, but to also have a plan in place that works and is understood by all. This requires that the plan be tested through training thereby ensuring that responding personnel can immediately initiate emergency management operations. This is particularly important when one considers that the first responder to a critical incident assumes responsibility for managing the scene until help arrives. The actions of this individual can make the difference in preventing or reducing loss of life, injuries, or property damage.

Recognizing the key role that first responders

play during a critical incident, many organizations have begun to actively train emergency response personnel to manage these events. In particular, a number of organizations are employing a variety of role play exercises and simulations in an effort to identify potential problems and practice decision-making skills. Besides helping to define the technical, interpersonal, and organizational dynamics of incident management, these activities assist

emergency response personnel to become familiar with the role and responsibilities of other organizations at the scene of a critical incident. This is considered quite significant since, oftentimes, a major incident will require resources that are well beyond the capabilities of the initial responding organization or agency.

PLANNING FOR EMERGENCIES

Ernest G. Vendrell

Critical Incident Management Training at MDPD

As a case in point, in early 1992, the Miami-Dade Police Department (MDPD) was experiencing a lack of uniformity with regard to operational personnel managing the initial stages of a critical incident. Although MDPD personnel were exposed to emergency response training as part of the Florida state mandated Basic Law Enforcement Curriculum, and received periodic in-service tactical training, at the time there was no specific, easily understood "game plan" in place for the initial management of emergency operations. This was deemed important since the actions taken and the decisions made by first responding officers and supervisors can serve to limit or expand the options that will be available to subsequent responding managers and specialists.

Continued on page 2

PLANNING FOR EMERGENCIES (continued)

To address this problem, the MDPD conducted an industry survey. Through this effort, the department located an innovative training and development company by the name of BowMac Educational Services, Inc. (BowMac), based in Rochester, New York, which offered a unique critical incident management training system. BowMac provided the MDPD with a pilot course, designed for supervisory personnel, which employed a combination of classroom instruction and practical "hands-on" exercises using a transportable "model city" simulator board. The simulator board included a residential area, business district, and industrial park. The focus was on training operational personnel to manage the initial 30 minutes of a critical incident by employing a series of critical tasks or decisions. The simulator provided the realistic environment needed to give participants the feeling of actually having managed several critical incidents and to immediately see the results of their actions. Furthermore, interaction with other disciplines such as fire, EMS, HazMat, as well as other emergency services providers, was covered in detail as were strategies to deal with the media.

Successful Outcomes

The overwhelming positive response of the pilot program resulted in the MDPD contracting with BowMac for the design and assembly of a 96 square foot "model city" simulator with over 100 structures, vehicles, and other miscellaneous props, as well as 48 hours of facilitator training for selected instructional staff. Delivery of the simulator occurred in July of 1992 and was followed by the requisite facilitator training. Again, the "model city" simulator and the accompanying facilitator training met with great success and although the MDPD had formulated elaborate plans to begin offering this training to first line supervisors, the devastating effects of Hurricane Andrew in August of 1992 put these plans on hold indefinitely.

Nonetheless, Hurricane Andrew left an indelible mark on the emergency services community in the South Florida area with regard to emergency operations. The myriad emergency planning, response, and recovery problems and issues associated with this catastrophic event redefined the importance of preparation and coordination among all emergency services providers, governmental units, and volunteer agencies. In particular, the destructive effects of Andrew reinforced to the MDPD the importance of critical

incident management training as a developmental tool for supervisors and managers.

Consequently, the MDPD not only maintained its commitment to this important training program but also expanded the program to various levels within the organization (mid-management personnel, command staff, Field Training Officers, as well as recruit level training). Besides enhancing the immediate emergency response capabilities of the department, these proactive measures are systematically changing the culture of the organization with regard to how emergency/disaster management planning and response activities are viewed and dealt with.

Ernest Vendrell is a twenty-three year veteran of the Miami-Dade Police Department in Dade County, Florida. He is a Sergeant presently assigned to the Department's Training Bureau as a training coordinator.

JUSTICE DEPARTMENT LAUNCHES NEW WEB SITE

The Justice Department's Office of Juvenile Justice and Delinquency Prevention (OJJDP) announced its new Missing and Exploited Children's Program web site (ncjrs.org/ojjdp/missing/index.html) in April. The site features "Tips for Kids" that tells where to go if they are lost, scared or need help. They can also share their own ideas on safety and self-protection, as well as learn how to avoid cyber-exploitation. In addition, the site contains information for law enforcement officers, parents, educators and others concerned about the problem of missing children.

The site also features links to other sites, including the National Center for Missing and Exploited Children's CyberTipline (missingkids.com/cybertip), which serves as a national resource for tips and leads regarding the sexual exploitation of children through the Internet. Other key features of the site include information on law enforcement training in investigating child kidnapping and abduction cases and a list of other OJJDP publications concerning missing and exploited children.

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1998 MID-YEAR BOARD MEETING

San Antonio, Texas

April 23-25, 1998

Board Members in Attendance:

Chris Stockard, President
 Lisa Hopkins, Executive Vice Pres.
 Bill Meyrahn, Staff Vice President
 Bill Heffron, Past President
 Holly Christian, Treasurer
 Wilke Bermudez, Secretary
 Clarke Coombe, Chapter Representative

Workshop - Thursday, April 23rd

Members of the Board completely reviewed and updated the IALEP Strategic Plan, which will be utilized during the period 1998 through 2003. The updated version of the Strategic Plan will be made available on the IALEP Website and will be presented at the October Conference.

In preparation for the 1999 Annual Training Conference, which the Board has decided will be in San Antonio, Texas, Ms. Kimberly Spath, Sales Manager for the Omni Hotel San Antonio provided the Board with a tour and explanation of the Hotel's facilities. The tour was further complemented by a presentation and materials provided by Ms. Lori Collins, Convention Services Executive, San Antonio Visitors and Convention Bureau, who provided her insight with regard to available attractions, amenities and activities.

Board Meeting - Friday, April 24th

Minutes of Previous Meeting:
 Minutes of last meeting in Chattanooga, Tennessee will be prepared and published as soon as possible.

Staff Reports:

President's Report – Advised the Board that he was unable to work on developing the "Planner's Course" as anticipated because he was assisting the Executive Vice President in the development of the 1999 San Antonio Conference and, now that this project is under way, he can concentrate on developing the course. He also mentioned that he will be updating the IALEP Website and will try to devise a method by which members can provide their individual professional profile and update their information when necessary while maintaining the security of such information.

Executive Vice President's Report – Commented on the need to begin advertising the 1999 San Antonio Conference. Stated that she will be working on revising the Conference Guidelines book, which will include the specific functions of a professional conference planner and a comprehensive listing of speakers and vendors.

Staff Vice President's Report – Stated that he sent letters to Chapter Representatives and requested that interested parties, meeting qualifications, run for the two available Executive Board positions – Staff Vice President and Secretary.

Secretary's Report – Will prepare Chattanooga minutes and immediately publish the minutes of the Texas Mid-Year Board Meeting.

Treasurer's Report – Motion to accept Treasurer's Report; Motion affirmed and passed unanimously.

Proposal made that the Association pay for Secretary's and Chapter Representative's extra hotel day to compensate for airfare savings of approximately \$1400 which was accrued by having each stay until Monday instead of leaving Sunday. Motion affirmed and passed unanimously.

Treasurer stated that our auditor provided record retention information that IALEP business records should be kept at least three years for tax purposes. In relation to this, the Treasurer stated that she will be developing a records retention guide for future use. Board reviewed cash flow and net worth reports. Both reports were positive and show IALEP as being financially sound.

In an effort to improve investment returns, the Treasurer proposed investment in the Vanguard Bond Index Fund. Suggested maximum investment of \$15,000 over a six-month period, which would include investing \$3,000 immediately while considering when to invest the rest of the amount over a six-month period. Motion to accept affirmed and accepted unanimously.

Chapter Representative's Report – Offered for consideration that IALEP rent a booth at this year's upcoming IACP Conference for the purpose of promoting our organization. After discussion, the venture was determined to be too expensive. Nonetheless, Clarke Coombe, Chapter Representative, will inquire about sharing space with the Ogden (UT) Police Department.

Past President's Report – Informed the Board that the IALEP logo has been copyrighted and registered as of August 18, 1997.

Repository Director's Report – None available, unable to attend.

Discussions:

Board reviewed and discussed the results of the 1997 survey taken at the Chattanooga Conference. It was determined that the sample was too limited in scope to draw conclusions.

The President talked in general about the 1998 Everett, Washington

Conference. He presented the current schedule of confirmed speakers and events. He commented that the conference is currently on schedule with regard to development. He mentioned that one of the attendee activities that will be available is a driving tour of the Cascade Mountains, which would take approximately six hours.

The Board also discussed having some form of entertainment, which has yet to be decided, as a feature of the annual training conference banquet. Furthermore, it was agreed that a return bus will be made available after the harbor tour for those persons wishing to return to the hotel. The Board also agreed that there should be an escalating annual training conference fee schedule beginning with an early rate of \$250 for those registering prior to August 15th, \$275 for those registering between August 15th and September 15th and \$300 for anyone registering thereafter.

The IALEP will also offer a day fee for local departments. The fee will be \$45 per day and if someone wishes to join our organization, the fee will only be an additional \$10 or a total of \$55. Moreover, any non-member wishing to attend any of the extracurricular activities will be able to do so by purchasing individual tickets to such events.

The Executive Vice President presented her information on the 1999 San Antonio, Texas Conference, which will be the first conference where a professional planner will be utilized. Virtually all of the cost of the planner will be paid via commission from the Omni San Antonio Hotel. A contract has been signed with the hotel and significant work on the conference has already been done.

Executive Board Meeting (continued) - Saturday, April 25th

New Business:

Discussed the redefinition of "Active Organization Membership" which focused on including retired planners as part of this membership category.

Reviewed the subject of IALEP Chapters and developed some by-law changes that will be proposed at the Everett, Washington Annual Training Conference.

The Board conferred on Rule 8, Section 2, paragraph 3 and agreed to change the current \$30.00 per day amount for food costs to the Federal Per Diem Rate for the area where the Mid-Year Board Meeting is being held.

Board discussed rearrangement of the Treasurer's duties. Suggestion made to hire an association management firm to handle some of the administrative duties that the position has assumed over the years – such as new member packages and annual training conference registrations. The Board agreed that the Treasurer will retain her current duties until October when it will consider the proposal for an association management firm. In addition to the unrelated administrative functions already mentioned, it is expected that such a firm would also provide other organizational functions such as answering telephone calls, answering organizational inquiries and helping to coordinate Board meetings as well as annual training conferences with the conference planner.

The Board discussed and agreed that as the IALEP progressively changes into a mostly professionally operated organization, the annual training conferences will be considered an event and no longer a host agency conference. In essence, if an agency

wants to help host a conference, its involvement will be limited to specific predetermined tasks since the professional conference planner and an association management firm will handle the vast majority of required tasks.

The Board conferred about the establishment of a "Planner's Course." It agreed about its importance, and the President will be actively working to develop such a course for marketing as an organizational product.

Discussed the Certification Process. As part of the discussion, the Board agreed to amend the end of Rule 4, Section 1, Paragraph 2 to read: "Terms, duration and costs of certification shall be determined by the Certification Committee with the concurrence of the Executive Board each even numbered year."

Mid-Year Board Meeting Adjourned.

IN SEARCH OF ...

The "Lost Chapter of Michigan!"



I can't seem to find any information or active contacts for IALEP's Michigan Chapter!

If you have any information on current Chapter Officers and how to contact them, please contact me at:

Lt. Clark H. Combe
Ogden Police Department
980 20th Street
Ogden, UT 84401
Phone: (801)629-8060
E-Mail: clarkc@ci.ogden.ut.us



PLANNING FOR A CHANGING WORLD

DEMOGRAPHICS
CULTURES
LIFESTYLES
TECHNOLOGY



WORKFORCE
CITIZENS
CRIME & CRIMINALS

September 19- 24, 1999

Omni San Antonio Hotel
San Antonio, Texas



Visit our booth at the 1998
Conference in Everett
for more information about
San Antonio and the
1999 Annual Training Conference

INTERNATIONAL CHIEFS LINK WITH IALEP

- Call for White Papers

by Chief Ron Jornd, Ottawa Hills Police Department

Karen Hagen, Michigan State Police

In recognition of the professional contributions of the International Association of Law Enforcement Planners, the International Association of Chiefs of Police (IACP) invites members of the IALEP to submit white papers as they pertain to police administration.

The topic of the call for papers is the impact of technology upon policing as it pertains to executive development, ethics, conflict resolution, leadership theory, community relations, recruiting, management theory, or comparative / international police administration. The deadline for the white papers is March 1, 1999. (If you are interested in submitting a white paper or would like more information about this project or the Police Administration Committee (PAC), please e-mail Karen Hagen at <hagenk@state.mi.us>.)

This new relationship between the IACP and IALEP is the brain child and work of Sergeant Mark Reece, Michigan State Police Executive Division. Sgt. Reece, through his Ph.D. work at Western Michigan University and under the guidance of Dr. Ralph Chandler, has indicated an interest in writing for the Police Administration Committee of the IACP. Sergeant Reece, in his official capacity within the Executive Division of the Michigan State Police, is a member in good standing of the IALEP. Thus Mark recognized the commonalities between both organizations and offered his services as a liaison. For that the IACP/PAC is appreciative.

The mission of the IACP Police Administration Committee is to assess the state of police management and organization; identify major police management and organizational problems and needs; survey new and advanced public and private sector organizational and management practices; evaluate the degree to which these concepts can be introduced to improve the management and organization of police agencies; and, report all pertinent findings and recommendations to the IACP for dissemination to police agencies. Chief Ron Jornd of the Ottawa Hills Police Department chairs the PAC and Karen Hagen of the Michigan State Police chairs the Future Issues Subcommittee.

The PAC meets yearly as part of the IACP annual conference in the fall and conducts a mid year meeting in the form of a workshop as part of the annual meeting of the Academy of Criminal Justice Sciences (ACJS) in March. The 1998 IACP annual conference is October 17-22 in Salt Lake City, Utah. The 1999 ACJS conference is March 9-13 in Orlando, Florida. Those interested in membership or in attending either the PAC annual meeting or mid year meeting should contact Karen Hagen.

IALEP '98 — Everett Washington
 October 4-9, 1998

'measuring & evaluating results'

Conference Registration



Name & Rank/Title (for ID Badge)	
Agency	
Mailing Address	
Phone / Fax	
Email	

Registration Fees (in U.S. Dollars)

Early Registration	Payment postmarked before August 1, 1998	\$250
Regular Registration	Payment postmarked August 1 to September 15, 1998	\$275
Late Registration	Payment postmarked after September 15, 1998 or at the door	\$325
IALEP Membership	Required for those not already members	\$30
Partner Registration(s)	Partner program includes Sunday reception, Monday winery dinner, Wednesday Seattle Harbor tour and Tillicum Village dinner, Thursday Banquet, and all breaks	(ea.) \$150
Partner Name(s)		
IALEP IRS ID number: FEID 43—1569519		Total Fees Due <small>(Payable to 1998 IALEP Conference)</small> \$

Yes! I'm interested in joining a Sunday all-day Cascade Loop Field Trip

An all-day driving trip through the Cascade Mountains to the Northwest of Everett. It is very scenic and a good introduction to the Coast Range of the Pacific Northwest. Depending on the number of persons interested we will either match people up in cars or arrange van or bus transportation. There may be a charge for this trip. We will contact those who express interest about two weeks before the conference.

Yes! This is my first IALEP Annual Conference

First time attendees are invited to the new member breakfast on the first day of the conference. Check here if you've never been to a conference before.

Mail to: IALEP 1998 Conference, c/o Mary Noland, Snohomish County SO, 3000 Rockefeller, MS 606, Everett, WA 98201-4046

Questions about registration? Call Mary Noland (425)388-3342 or Chris Stockard (907)465-4306

'measuring & evaluating results'

Announcing additional presentations for the 1998 Conference:

Community Conferencing: A Response to Youth Crime and Justice Reform - Ms. Sylvia Church, Methods Analyst with the Edmonton Police Service, will discuss the community conferencing model established in Edmonton as a way for the Edmonton Police Service to deal with youth crime issues. Evaluation, data collection and monitoring strategies were established with input from other researchers in Australia, Canada and the United States. The evaluation will assess program effectiveness in lowering crime rates, cost savings to the mainstream justice system, and citizen satisfaction.

Research Report Writing - Ms. Melissa Sullivan, a professional consultant and freelance writer with 15 years experience as a civilian manager, planner and trainer in police agencies, will review options for discussing and presenting the results of data collection and research. (NP)

Quality Customer Service - Captain Louise Eggert is with the Planning and Research Section in Toledo, Ohio, Police Department. She will discuss exceptional customer service as the key to excellence in any organization. The session includes an overview of what true customer service means and strategies on how to provide it.

Critical Elements in Police Long Range Planning - Dr. Robert L. (Bob) Frazier, Professor of Criminal Justice at Lamar University in Beaumont, Texas, will discuss long range planning in police departments. Included in the presentation will be the results of surveys of police departments, completed in 1985 and 1997/98 which measured police planning practices.

Evaluation Methodology - A Macro Approach - Senior Sergeant Owen Hartz, with the Queensland Police in Australia, will discuss the Queensland experience in evaluating two major service wide programs, Technical Support and Corporate Services Programs. The evaluations included a broad consultative approach with service providers and clients and resulted recommendations to management to improve effectiveness and efficiency at a Service level.

Performance Evaluation at the Tactical Level - Sgt. Hartz will discuss the processes and issues involved in producing a meaningful performance review for senior management on a quarterly basis. The three (3) hour session will follow an interactive, workshop style, in which participants will receive a booklet for use as a guide in the future.

Evaluation Processes - Ms. Hyacinthe Josiah is senior advisor to the Ontario Civilian Commission on Police Services, responsible for overseeing and evaluating policing in Ontario. Ms. Josiah will outline the aspects and examples of evaluation processes used by her commission.

Two of the workshops at the conference will have limited participation: Performance Evaluation at the Tactical Level - estimated limit of 40, and Technology and Resource Allocation, Snohomish County Case Study, involves using computers - estimated limit of 30.

(NP) = of interest to New Planners

REGISTRATION INFORMATION

The Hotel - Howard Johnson Plaza-Hotel / \$75.00/night (single or double) + tax 3105 Pine, Everett, WA 98201 - (425) 339-3333 or 1-800-446-4656

Getting to Everett - The nearest major airport is Seattle-Tacoma International (SEA-TAC). It is located about 40 miles south of Everett on I-5. Rental cars or Super Shuttle is available at SEA-TAC. SuperShuttle is \$19 per person one-way. The shuttle is available 24 hours from SEA-TAC. For a return from the hotel, you must call for a reservation.

Driving Directions - I-5 North through Seattle to Everett. Take the Pacific Avenue exit. You will be able to see the Howard Johnson Plaza Hotel to the West (left) just before you exit from I-5. Turn left under I-5 to the hotel.

Travel Agency - Doug Fox Travel - Diane or Cheryl will assist IALEP conference participants with transportation arrangements - 2915 Colby - Everett, WA 98201 Phone: 425-339-1533 - Toll free: 1-888-339-4446 - Fax: 425-258-3314



Cancellation Policy - Registration fees refunded (less \$50.00 administrative fee) if written notice is received prior to September 10, 1998.

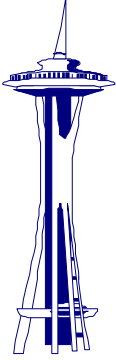

ADA Accommodations - It is the policy of IALEP to comply in all respects with the requirements of the Americans With Disabilities Act and Section 504 of the Rehabilitation Act of 1973. If you need special accommodations in order to participate in this meeting, please notify us at (423) 209-7014. Advance notice of thirty days would be appreciated.

For more information call Mary Noland 425-388-3342 or Chris Stockard 907-465-4306.

IALEP EXCHANGE

Summer 1998

	SUNDAY	MONDAY	TUESDAY
7am		New Member Breakfast (7:15 to 8:15)	Executive Board Meeting (7:15 to 8:15)
8am	Executive Board Meeting (8:00 to 10:00)		
9am		Opening Ceremonies (8:30 to 10:15)	Owen Hartz Performance Evaluation at the Tactical Level Interactive Workshop (8:45 to 11:45)
10am	Cascade Loop Field Trip (9:00 to 5:00)	Dr. Capune The Juvenile Court: from "In loco parentis" to just plain loco (10:30 to 12:00)	Keith Taylor Organization Change and Evaluation (8:45 to 10:15)
11am			Chief Moose Surveys and Strategy Development (10:30 to 12:00)
12 noon			
1pm		Hyacinthe Josia What is Evaluation? (1:15 to 3:15)	T. Scheilberg "I'm Not Your Big Brother": Policing, Technology and Privacy (1:15 to 2:45)
2pm			N. McPherson Problem Solving, Outcomes and Evaluation (1:15 to 3:15)
3pm		Round Table Discussions (3:30 to 4:30)	R. McKendrick Policy Development (3:00 to 4:15)
4pm	Conference Registration (3:30 to 5:30)		R. Frazier Critical Elements in Police Long Range Planning (3:30 - 4:15)
5pm		Winery Tour and Dinner (5:15 to 9:30)	
6pm	Welcome Reception (5:30 to 6:45)		

	WEDNESDAY	THURSDAY	FRIDAY	
7am	Executive Board Meeting (7:15 to 8:15)	Executive Board Meeting (7:15 to 8:15)		
8am	Dale Harris Technology and Resource Allocation (8:30 to 10:45)	Doug Lindsay Grant Writing (8:30 to 9:45)	Executive Board Meeting (8:00 to 12:00)	
9am	Owen Hertz Evaluation: A Macro Approach (8:30 to 9:45)	John Casbon New Orleans Police Foundation (8:30 to 10:15)		Chapter and Committee Meetings (9:30 to 12:00)
10am	M. Sullivan Research Report Writing (9:00 - 9:45)	Tom Smith Annual Reports (10:00 to 11:00)		
	Louise Eggert Customer Service 10:00 - 11:00	Sylvia Church Community Conferencing (10:30 to 11:15)		
11am	Business Meeting (11:15 to 12:00)	Business Meeting (11:30 to 12:15)		
12 noon	FIELD TRIP (12:00 to 9:00)			
1pm	Seattle Waterfront 			
2pm	Harbor Tour and Tillicum Village Show and Dinner			
3pm	Bill Briery Casualty Reduction- Analysis and Evaluation (2:00 to 4:00)		Katie Lynch Traffic Safety: Innovative Strategies & Creative Evaluations (2:00 to 4:00)	
4pm	S.S. Minnow 			
5pm				
6pm	Banquet (6:00 to 9:30)			

Thinking Through a Well-Thought-Out Plan

By Captain Greg Warren

For most of the 20th century, preventing and suppressing crime has been regarded as a police mission—an interpretation that has been accepted by law enforcement, elected officials and the public. A significant portion of criminal activity, however, does not involve “dangerous crime.” Indeed, of the millions of arrests made yearly in the United States, only about 20 percent involve the more serious crimes of homicide, robbery, forcible rape, aggravated assault and vehicle theft—a fact that suggests there is room for others, in addition to the police, to help wage the war against crime.

Increasingly, the professional model of policing has come under attack as being ineffective in reducing crime and citizens’ fears of crime, and in satisfying victims that justice has been served. That being so, many police executives have already, or are considering, transitioning to a community policing philosophy that emphasizes building strong relationships with the communities they serve. This operational philosophy differs from the professional model in that it makes the community co-producers of a system that works to make enforcement efforts more efficient and effective.

So what is stopping all police administrators from making the switch? One thing comes to mind: not understanding how to plan for a successful transition.

Think First, Then Do

If you are thinking about adopting the community policing philosophy for your department, do not overlook the critical step of brainstorming with

your executive staff. Questions that you will want to discuss early on in the planning process should include the following:

How much political support exists in your city for community policing? How much time will be required to make this transition? How will you work around the time constraints? Is federal or state funding available for such an initiative? If not, can you find resources elsewhere? Will your personnel support this new policing philosophy? If an organizational analysis suggests they will not, does it make sense to proceed?

Before you get started, keep in mind that transitioning to community policing will require decentralizing police decision making, restructuring training and education, and developing the community’s ability to sustain itself through the initiative. There are many steps to cover when developing a comprehensive and well-thought-out strategic plan. What follows are just a couple of areas that you and your staff will need to think about before beginning the process in earnest.

Setting Goals With Stakeholders

Who are your stakeholders? Start with police, government and citizens; others are educational institutions, nonprofit organizations and grassroots groups. To ensure successful implementation, you must include a wide variety of interagency and community representation. These groups are integral to your planning process and should be asked to share their visions, goals and resources as they pertain to this new partnership. How can you find out what citizens really care about? Use a mix of surveys and in-depth personal interviews to ask opinions about public safety and quality-of-life issues. You will want to collectively decide on what your

community stands for. What are your city’s values? Is it to treat each other with dignity and respect, protecting the rights and well-being of all individuals? Or is it to address neighborhood problems in partnership with the community? Once the city has established its values, the police department will be better equipped to tailor a short mission statement making its purpose clear. From there, you can develop workplans to help the department meet its stated goals and objectives.

Preparing Your Organization for Change

Now that you have agreed on some collective goals for your community, you are ready to look at your agency’s structure and see how it needs to be changed to meet your goals and objectives. Have you trained your sworn and non-sworn personnel in the basics of community policing? Do they understand that community policing is not a series of programs, or a special unit, but rather an operational philosophy? Does your decision-making structure need to be inverted from a top-down to a bottom-up model? Is the structure flexible enough for neighborhood officers to make decisions without getting bogged down in red tape? Are the channels of communication open throughout the department? Are you internally practicing the principles you externally preach?

Be prepared to encounter barriers to change. Lack of direction or focus, political pressures, special interest fighting, organizational structure, and entrenched police mind-set and subculture are but a few of the stumbling blocks that you are likely to face. Obstacles are to be expected, but these and others that may arise can be overcome as long as the transition process has been well-planned, developed as a true community

partnership, and reinforced through comprehensive and meaningful training to all those involved.

For more information, contact Captain Greg Warren, Delaware State Police, 3036 Upper Kings Road, Dover, DE 19901. Phone: (302) 697-3658. Fax: (302) 697-4492.

If you want to receive a sample strategic plan, request a planning and assessing resource package from the Community Policing Consortium at (800) 833-3085.

Reprinted by permission of the Community Policing Consortium from "Community Policing Exchange," Phase V, #20, May/June 1998.

The **Community Policing Consortium** comprises five of the leading policing organizations in the United States: the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, the National Sheriffs' Association, the Police Executive Research Forum and the Police Foundation. The Consortium is funded by the U.S. Department of Justice, Office of Community Oriented Policing Services.

Check out their web site at:

www.communitypolicing.org

or contact the Consortium at:

Community Policing Consortium
 1726 M St. N.W. Suite 801
 Washington, DC 20036
 Publications:
 (202) 530-0639
 Toll Free: (800) 833-3085
 Fax: (202) 833-9295
cpc@communitypolicing.org

NIJ Releases Cultural Diversity Report

A new National Institute of Justice (NIJ) report explores whether the diverse cultural makeup of many communities requires the criminal justice system to modify its approach, particularly in handling the needs of recent immigrants. This exploratory study addressed a previously unexamined question - whether immigrant victims have a more difficult time than other victims in dealing with the police and the courts because of differences in language, expectations and treatment by officials. Researchers conducted a national survey of police chiefs, prosecutors and court administrators and interviewed immigrants in neighborhoods in two cities - Jackson Heights, New York and Philadelphia's Logan section.

Findings include the following:

Most officials responding to the survey agreed that recent immigrants report crime less frequently than other victims.

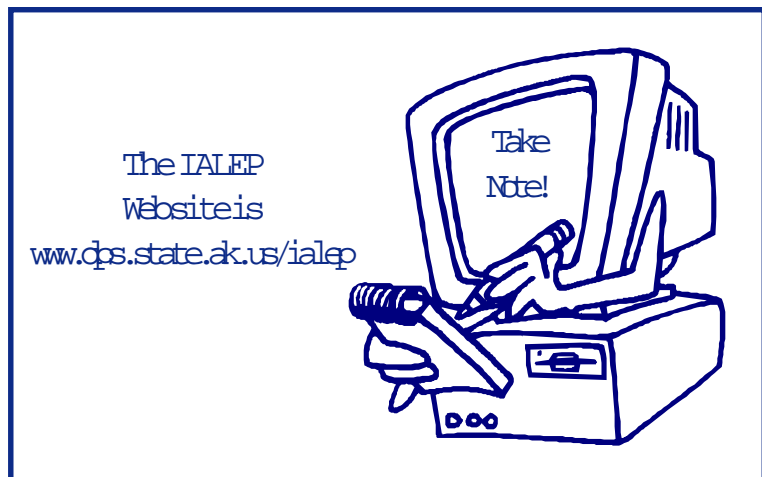
Survey respondents said that domestic violence was the crime least reported.

Approximately one-third (31 percent) of respondents believed that underreporting of crime by recent immigrants prevented adequate use of law enforcement resources.

While immigrant victims surveyed reported generally positive experiences with police and courts, some complained of language problems or customs encountered in court.

For a copy of the Research in Brief *Immigrant Populations as Victims: Toward a Multicultural Criminal Justice System* (NCJ 167571, 8 pp.), call the National Criminal Justice Reference Service at 1-800-851-3420. Or download the report from the NIJ web site at www.ojp.usdoj.gov/nij.

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Web Resources

Crime Prevention

www.weprevent.org

The official home of the National Citizens' Crime Prevention Campaign offers quick access to crime prevention tips and ideas for the general public.

www.ncpc.org

The NCPC On-Line Resource Center offers scores of crime prevention tips and strategies, training and events calendars, and other useful tools for those serious about crime prevention.

www.crimepreventioncoalition.org

This site provides information on what Crime Prevention Coalition of America members are doing to prevent crime, gives a history of the coalition, and links visitors to member sites.

Studies and Statistics

www.ncjrs.org

The Justice Information Center is a repository for the collective knowledge of the US Department of Justice. Find the latest studies, publications, and numbers through this handy gateway!

www.fbi.gov

The FBI's Uniform Crime Reports are one of the best sources of information on crime trends every year. Look for a prominent link from the top of their site to the UCR.

www.crime.org

The Crime Statistics Website, maintained privately by Regina Schekall, offers guidance in finding and reading statistics, links to valuable sources of crime statistics, and a unique statistics generation tool, which pulls information based on user-defined parameters.

www.childrensdefense.org

The Children's Defense Fund site includes current statistics on the health and well-being of children in America

and outlines programs benefitting children such as Head Start, Safe Start, and others.

www.health.org

Prevlene (Prevention Online) is maintained by the National Clearinghouse for Alcohol and Drug Information (NCADI), a comprehensive source for information on abuse and related issues. It provides a conference calendar.

Get Involved!

www.servenet.org

SERVEnet, posted by Youth Service America, provides a service opportunities database, message boards, news groups, resources and links, headlines, and even free e-mail for those who register.

www.handsnet.org

HandsNet provides a forum for human service organizations to exchange info and resources and offers daily news (additional features available to members who log on with a password).

www.idealists.org

The ideaLIST database profiles thousands of nonprofit organizations world-wide, includes events and publications listings as well as project profiles. A terrific networking tool!

Protect Yourself From Fraud and Cybercrime!

www.cyberangels.org

CyberAngels - the Guardian Angels set their sights on the virtual community. This extensive site with comprehensive information and tips on protecting oneself from Internet crime; contains numerous useful links.

www.fraud.org

National Fraud Information Center's Internet Fraud Watch provides info on protecting yourself from frauds, schemes and scams of all shapes and sizes.

www.privacyrights.org

The Privacy Rights Clearinghouse maintains this site, packed with tips on protecting your privacy and avoiding identity theft, social security number fraud, and other misuse of personal information.

Keep in Touch with the Field!

www.jointogether.org

Join Together Online provides a forum for information exchange and resource sharing for communities working to reduce substance abuse and gun violence.

www.communitypolicing.org

The Community Policing Consortium maintains this site with information on community policing, training, related organizations, sources of more information, bulletin boards and chat room.

www.pavnet.org

Partnerships Against Violence offers a searchable database drawing on the work of seven federal agencies and dozens of national nonprofits for violence prevention information. It includes a collection of good links, a conference calendar and a gopher site.

Find Funds!

www.foundationcenter.org

The Foundation Center guides grant seekers through the funding jungle. Offers guidelines, links to resources and databanks, tips for success.

Reprinted from The Power of Prevention: Crime Prevention Month Action Kit, October 1998

For a copy of the kit, contact:
National Crime Prevention Council
1700 K Street, NW, Second Floor
Washington, D.C. 20006-3817
202-466-6272
www.weprevent.org

Selected Resources from the National Crime Prevention Council

Designing Safer Communities: A Crime Prevention Through Environmental Design Handbook

A guide to the principles and application of strategies related to crime prevention through environmental design (CPTED), this document presents a framework for developing policies and partnerships that address situational crime prevention. It reviews the experiences of several states and localities that have successfully incorporated CPTED as part of a strategic approach to public safety. 81 pages, spiral bound. 1997. Item M62, \$21.95

Taking a Stand Against Violence, Drugs and Other Crime

Offers more than 40 reproducible masters for public education on subjects ranging from personal safety to business crime prevention, from child protection to prevention advice for the disabled. This comprehensive kit comes in a three-ring binder and includes a reproducible Neighborhood Watch mini-kit, then reports on timely issues, and a resource guide. Updated 1997. Item M30B, \$49.95

McGruff's Elementary Drug Prevention Activity Book

Camera-ready masters for 34 different activities; for youngsters from kindergarten to fourth grade; tips for effective parent-child communications on drug prevention; signs of drug use; resources for further information. Used by

thousands of schools. 64 pages, paperbound, all reproducible. 1992. Item K8, \$19.95.

Working With Older Americans

Addresses two important needs - how to convey prevention information effectively to this growing audience and how to benefit from the experience and expertise for older persons in organizing and operating local prevention efforts. 12 page booklet. 1990. Item R8B, \$5.95.

Partner With the Media to Build Safer Communities

Offers information and resources to enlist the media as a partner in crime prevention. Presents suggestions for an individual or group in reaching out to the media, tips on getting prevention-oriented public service announcements on air and in print, and an overview of ways to achieve sustained media coverage for prevention activities. Three-ring binder. 1995. Item K20, \$19.95

Finding Federal Funds (and Other Resources) To Prevent Crime

Summarized strategies that state-level groups have found effective in securing funds for prevention programs and elevating prevention on the policy agenda. Includes valuable checklists to evaluate efforts that promote prevention on the policy and program levels and a list of agency contacts for state-level inquiries on federal funding sources. 44 page, paperbound. 1997. Item R12A, \$12.95.

Spanish and English Brochure Masters

Eight very popular brochures - on Neighborhood Watch, home security, street sense for adults and children, kids alone at home, and domestic violence prevention - identically produced in English and Spanish. Item B55, \$9.95.

Helping Kids Protect Themselves: A Booklet for Children and Adults

Provides educational worksheets and information on areas of concern in protecting children; reinforcing good safety habits; bicycle safety, bullies, drugs, guns and other weapons, and home security. Messages to parents are followed by activities for children ages 4 to 11. 1996. Item HK1, \$33.00 for a set of 30.

All items, and others, can be purchased by calling 800-NCPC-911.

Reprinted from The Power of Prevention: Crime Prevention Month Action Kit, October 1998



BULLETIN BOARD

If you have any information or notices you would like to see in the next issue of the *Exchange*, or any comments on this issue, send them to Lisa Hopkins, c/o FDLE, IRM, PO Box 1489, Tallahassee, FL, 32302
Fax 850-922-3876 or
E-Mail: lisahopkins@fdle.state.fl.us

The Exchange is now available on the IALEP Web Site! If you would like to get your news through the Web and do not wish to receive a "paper" copy of the Exchange, please notify Lisa Hopkins. We can cut your association costs *and* save a tree by eliminating unnecessary documents.

whatever happened to:

John Tallon?



I have been out of the loop with the planners association and would like to get back in touch. I am no longer at the Havana Police Department. Secretary Ross (Florida Department of Juvenile Justice) appointed me to be one of his Juvenile Justice Managers for District 1 and I am happily residing in Pensacola....and keeping very busy.

John F. Tallon, Juvenile Justice Manger
Department of Juvenile Justice / Dist. 1
1419 N. Palafox Street
Pensacola, FL 32501
Phone: 850-595-8313
FAX: 850-595-8550
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PLANNER CERTIFICATION

The International Association of Law Enforcement Planners provides certification as Certified Law Enforcement Planner or Advanced Law Enforcement Planner. The Planner Certification Program recognizes professionals dedicated to and experienced in law enforcement planning through a process attesting to the professional achievement of these individuals.

Criteria for Certified Law Enforcement Planners includes:

- verification of achievement (college education, CEU's, training certificates, work experience, etc.) in 12 of the 24 topic areas set forth in the Certification Application.
- verification of six semester hours or equivalent of one year of English composition and literature.
- verification of three semester hours or equivalent of general statistical course work.
- verification of three semester hours or equivalent in research methods.
- verification of college degree and one year of planning experience - work experience may substitute for college degree.

Criteria for Advanced Law Enforcement Planner includes:

- meet all requirements for Certified Law Enforcement Planner.
- 5 years of law enforcement experience with a minimum of three years assigned to a planning or comparable position.
- minimum of a four-year college degree.
- verification of achievement (college education, CEU's, training certificates, work experience, etc.) in 75% of the 24 topic areas set forth in the Certification Application.

If you meet the qualifications for both levels of certification, you may apply for both at the same time. The cost for each level of certification is \$50. To receive a copy of the Certification Application, call Phil Keith at 423-521-1229 or fax 423-971-1412. The application is also available on the IALEP website www.dps.state.ak.us/ialep.

Chapter Notes

Texas Association of Law Enforcement Planners Meeting held a meeting on July 9, 1998. Highlights include:

Postponed voting on Chapter By-Law Changes. Further discussion with IALEP planned.

Adopted the Treasurer's Quarterly Report as published with no changes: Balance-\$4,125.29

Presentation: "The Failures of Our Current Drug Initiatives – Do We D.A.R.E.?"

Dr. Robert W. Taylor – professor and chair of the Department of Criminal Justice, University of North Texas at Denton.

Dr. John Talmadge, M.D. – Founder and Director of the Healing Project, a non-profit organization for the intervention, education, diagnosis, and treatment of addictive diseases.

Our next meeting will be on September 17, 1998, location to be announced in the TALEP newsletter.

"At the beginning of the 20th century, most Americans worked as farmers or domestic servants.

By the middle of this century, 73% of U.S. workers made or produced things.

By the end of this century, nearly 50% of all workers will be gathering, processing, retrieving or analyzing information.

The industrial age is itself giving way to a new age - the information age."

Morley Winngrad,
Vice President, AT&T

Chris Stockard, President
Alaska Department of Public Safety
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