

INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS



IALEP HOLDS INAUGURAL PLANNER'S TRAINING COURSE

The International Association of Law Enforcement Planners (IALEP), with logistical support from the Kansas City (MO) Police Department, hosted its first planner's training course at the Hyatt Regency Hotel in Kansas City, Missouri, from May 13 through 17. IALEP decided to provide this course in response to member concerns that there was a general lack of formal training available to individuals serving as law enforcement planners.



Our Instructors: Barry, Peter, Mark and Steve

Over the past year, the Executive Board of IALEP worked with well-known law enforcement consultant, Peter Bellmio; Mark Calhoun, Newport News (VA) Police Department's Planning Administrator; Barry Horrobin, Planning Director for the Windsor (Ont. Canada) Police Department; and Steve Taratula, Grants and Projects Administrator for the Montebello (CA) Police Department to develop a 40-hour training course that would provide planners with an overview of those topics that are germane to most law enforcement planning shops.



The 37 attendees from across the United States and Canada spent time learning about manpower allocation, strategic planning, facilities planning, CPTED, crime analysis, program evaluation, preparing RFPs, and other topics that relate to IALEP's Certified Law Enforcement Planner Program. In addition, the students provided valuable feedback to the instructors that will be used to adjust the curriculum for future classes.

Dear Fellow Members

We had 37 attending our first Basic Police Planner's Course last month at the Hyatt Regency Hotel in Kansas City, Missouri. Thank you Peter Bellmio, Mark Calhoon, Steve Taratula and Barry Horrobin for all your hard work and dedication to the IALEP members that attended this workshop. Also a great deal of thanks goes to our hosting agency, the Kansas City (MO) Police Department - especially Mike Wilson and Phil Johnson. All these individuals deserve our heartfelt appreciation for a job very WELL DONE.

We are now making some refinements to the course and we hope to repeat it on the west coast once a hotel site is selected.

Your board members met and conducted 2 1/2 days of IALEP business updating our strategic plan and our Administrative Manual, negotiating a renewal agreement for our association's business office operations and updating the planning efforts for our 2000-2002 annual conferences.

We are striving to improve our direct services to the chapters and members by improving our membership files and web site. There is still much work to be done and we would appreciate your patience while our staff is working diligently in attempting to streamline this process.

Our Florida Chapter has worked very hard on our upcoming 2000 Annual Conference to be held at the Clarion Plaza Hotel- Orlando from October 8 - 13. We have confirmed many "international speakers" to add spice to the topics offered. This is a wonderful opportunity to network with members as well as to renew old friendships and make new ones; we hope to see you there.

If you haven't yet submitted your application for Certified and/or Advanced Planner or Project of the Year, please do so as soon as possible.

Also if anyone is interested in serving on the Executive Board, please contact any Board Member and "throw your hat in the ring." We will be electing a Staff VP (4 year "President" track) and a Secretary (2 year commitment).

Have a great summer, keep cool and hope to see you all at Orlando in October.



Bill Meyrahn, President

A STUDENTS PERSPECTIVE ON THE IALEP INAUGURAL PLANNERS COURSE

MAY 13-MAY 17, 2000

Well, what can be said about the Inaugural Planners Course of the IALEP organization?

We can start with Information Overload. Not that this is a bad thing, mind you. You have to realize that to squeeze almost 20 different subjects into a five-day session is no easy feat for anyone. Kudos to the Instructors who were able to keep their sanity from being in a resource allocation session one minute, to a how to build an actual police building the next (like actual engineering and construction), to something as small and yet big as internal politics inside a law enforcement agency.

We can then go to some very Long Sessions (and I am not talking about the size of the room). The only practical way to get the sheer volume of this information to the students was to schedule some longer days than what most would be use to. The breakdown was two eight hour days, two twelve hour days (yes, you read that right) and one half day. Now before anyone begins to fret, the Instructors were some of the best I have ever had at reading the crowd. They made sure that there were enough stop points so everyone could be as comfortable as possible. Our true longest day was ironically Mother's Day, which began at 8 am and finished at 9 p.m. I guess this was our unofficial salute to Moms with our version of the Mother's Day Marathon for every Mom who would love to *just have* a 13-hour day when it comes to their children. Thank you to Moms everywhere.

From there I would next use the word Camaraderie. To spend that much time in a room with only 37 other folks makes you bond pretty well. (In some countries, I think it is grounds for marriage.) Our instructors had a sneaky trick of making us change seats to ensure that we were never with the same group too much. When you started a day with a group, you better work well with them. Many of our group activities quickly became competitions to see who could design the best solution to a problem or in general come up with the best answers. You also spent any "free" time with these folks as most of us came in from different parts of the continent to Kansas City for this class. From little trips out to explore the city, to meals, to having a

nightcap (Oops, just scratch that part!), you slowly got to take 37 strangers and call them friends. I feel confident that one could come out of this class with lifelong colleagues that they may not have had before.

I guess this may not sound like a real positive piece on my adventure to the Great Midwest. Are you kidding me? I enjoyed every single, sometimes long, minute of this week. Why, you may ask? Assuming that you are still reading my very vain attempt at throwing some humor in this piece, I will be happy to tell you.

1. Sheer Knowledge: I can guarantee you that no one knows every single topic that was covered in the class so well that they could not learn more. While some topics may have been covered in more detail than others, the class attempted to cover each area that is in the IALEP Certification Requirements. While this class will not ensure that one will receive their certification, it definitely exposes you to the areas that are needed.

2. Networking: I know that every conference, meeting, or class that people attend will claim to be good for Professional Networking. That was more true here than most things I have gone to in the past. Keep in mind that a small group setting is much more conducive to getting familiar with others and allows people more time to really "pick someone's brain" as the old saying goes. The instructors also did a very good job with us as a class to use our issues and real life problems as examples for class discussions.

3. Instructors and Students: Any good class or training session requires two key elements: good instructors and good students. Any class has students, but it is the instructor's job to bring the students out into the discussion and activities. The four instructors, who collectively

tagged-team taught, did a masterful job in having seamless transitions from topic to topic, instructor to instructor. Also the students made this a very enjoyable class to attend. As the students got more familiar with each other, the mood seemed to lighten as the week went on despite the long hours and the instructors even seemed to be more comfortable. This made the learning experience more beneficial for both sides of this equation.

I would highly encourage anyone who gets an opportunity to attend the next class to do so. Everyone can benefit from the information that was given out. It is also a training that was badly lacking on a national basis for over 10 years. It may not go down as the greatest experience of my life or some great revelation moment, but it was certainly a wonderful opportunity to learn and to understand some of the many concerns we all face in our jobs from day to day. I certainly feel fortunate to have been a member of the first of what I would hope will become an annual training class.

Navin Puri, Information Systems Planner - North Carolina Governor's Crime Commission

CHAPTER NEWS

Southern California Chapter

As of January 2000, our chapter has a new executive board. We have committed ourselves to strengthening our organization, making it an invaluable resource for continuous learning and professional development for law enforcement planners throughout Southern California. Board members have met several times since the beginning of the year to identify specific objectives, which include: increasing chapter membership, improving member communications, expanding programs at chapter

meetings, broadening opportunities for networking, and encouraging greater member involvement in chapter activities. We are moving forward on establishing our chapter's web site by September 1, 2000.

Chapter Meeting on April 12, 2000

Eighteen members and guests representing 14 police agencies attended an IALEP Southern California Chapter meeting hosted by the Westminster Police Department (WPD). Each guest speaker from our host agency addressed a different aspect of planning and evaluation in a law enforcement organization.

Chief James Cook shared his perspectives on the importance of integrating planning, research and evaluation, emphasizing the importance of gathering valid and reliable data to justify the need for additional resources and demonstrate results achieved. Dr. Douglas Kent, director of the Office of Research and Planning, discussed specific evaluation projects he has conducted as WPD's in-house evaluator, including inter-agency collaborations targeting gang enforcement and domestic violence investigation and prosecution. Lt. Derek Marsh spoke about the broad scope of planning for information systems, explaining how WPD developed a five-year technology plan which encompasses strategic planning, implementation, personnel training, maintenance and financing.

Our next chapter meeting is planned for September 2000.

Send Chapter news to:

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THE LONG ARM OF THE LAW

Keeping Tabs on Pretrial and Paroled Offenders with Global Positioning System Satellites

By Heather Hayes

When a convict with a 10-year history of abusing and stalking his ex-wife made parole in Scott County, Minn., last year, the only thing between him and his victim was an inconspicuous bracelet prison officials had attached to his ankle. He paid it no mind and headed straight for his ex-wife.

But before he came within five miles of her, corrections officers were all over him.

That was the last time that convict underestimated his high-tech ankle gear.

Police now can keep tabs on criminals like this one by using Global Positioning System (GPS) satellites, the same technology the military uses to target bomb sites and the U.S. Justice Department uses to zero in on drug traffickers.

This is the brainchild of Bob Martinez, U.S. Drug czar during the Bush administration and a former governor of Florida. He's marketing the 2-year-old system through his company, Pro Tech Monitoring Inc., Palm Harbor, Fla.

Martinez grew to be distressed by crimes that took place while offenders were out on parole or awaiting trial. His reign as drug czar introduced him to the potential of GPS.

"The military began declassifying GPS in the early 1990s," explains William

High-Tech Ball and Chain

The Global Positioning System (GPS) is a system of 24 military satellites that orbit 11,000 miles above the Earth. It takes three to five satellites to pinpoint the exact location of a GPS receiver anywhere in the world.

The Satellite Monitoring and Remote Tracking (SMART) system uses this sophisticated technology to track the movements of pretrial and paroled offenders, but Pro Tech Monitoring Inc., the company that designed the system, hopes to market it for other things, including recovering stolen vehicles, locating rebellious teenagers and managing commercial drivers.

Here's how SMART works:

* Portable tracking device: For GPS to work, an offender must carry a GPS receiver, complete with a microprocessor and antennae, to record locations. The offender carries the device in a waist pack. The recorded data is fed to a data center or a monitoring station via a cellular transmission when portable or via a phone line when the device is charging at the offender's home. The microprocessor in the unit can be programmed to create inclusion zones (places the offender must be at certain times) and exclusion zones (places where the offender is not allowed). If either zone is

violated, the receiver sends an alarm via pager to the monitoring station and the victim.

* Electronic ankle bracelet: Equipped with a radio transmitter, this traditional monitoring device works in tandem with the GPS receiver, essentially acting as an electronic tether. The receiver constantly measures the signal strength in the ankle bracelet. Thus, if the receiver is left behind in the house while the offender goes to work, the receiver will set off an alarm at the monitoring station. Both pieces of equipment also have tamper-detection features to keep offenders from trying to remove or dismantle them.

* Monitoring stations: The data collection center of the operation requires only a PC workstation and Microsoft Corp. Windows-based software designed by Pro Tech. When SMART is in action, the screen shows maps ranging from single streets to citywide zooms. "Blips" indicate where the offender is. Staff members keep pagers and cell phones that take violation calls from the GPS receiver.

* SMART surveillance system: Through a secure Internet connection, a monitoring station can access and save information to a Pro Tech-created database of national maps, longitudinal and latitudinal points, maps of offenders' movements and customized reports.

— Heather Hayes

Lockwood, vice president of sales and marketing for Pro Tech, the only company providing this service so far, "so he recognized that using it to track

offenders who were part of the corrections system but not in prison would be a great civilian use of the technology."

State and county corrections officials agree. Police departments in at least 16 states use the system known as SMART (Satellite Monitoring and Remote Tracking) including departments in Lackawanna County, Pa.; Genesee County, N.Y.; Oakland County, Mich.; and the Florida and Michigan corrections departments. Officials laud their new ability to keep violent offenders in check.

In Florida, offenders monitored by GPS have not committed a single felony while on parole. By contrast, 27 percent of offenders tracked with traditional electronic monitoring commit felonies within 18 months. And nationally, 30 percent of all crimes are committed by people under community supervision.

“We have definitely seen the benefit of behavior modification,” said Richard Nimer, director of program services for the Florida Department of Corrections. “And while we cannot completely guarantee a victim’s safety, this—short of a prison cell—clearly gives us the best potential for preventing re-victimization.”

The SMART system is appealing because it uses existing technology, transforming the traditional electronic ankle bracelet from a monitoring device to a tracking device. It records where a wearer of the bracelet goes and enables officers to monitor the person’s movement via PC-based workstations and Internet-accessible maps.

Officers can keep track of everywhere someone wearing a bracelet goes, unlike the old bracelets that only notified officers when a bracelet-wearer made trips to and from home or work. Police had no idea where the offender was the rest of the day.

“It was better than nothing, but the person could go to work, commit a

heinous crime, get home on time, and there’s no indication that that individual did anything out of the ordinary,” Nimer said. “With this system, we can determine that they were exactly where they were told to go.”

Because convicts knew the limitations of the old bracelets, quite a few of them would make a run for it. Larry Price, chief of the Probation Department of Fresno County, Calif., said 700 probationers—some on traditional electronic monitoring and some on old-fashioned nonmonitored probation—have fled his district.

“We don’t know where [they are],” he said, adding that criminals on probation nowadays are not all thieves, bad-check writers or juvenile delinquents. Today, many of the 13,000 offenders under Price’s watch include violent felons who, in his opinion, require constant scrutiny.

Fresno County is the latest county to sign on to the SMART system, installing a system in November to track domestic violence offenders.

While it is possible to commit crimes on the GPS monitoring system, Lockwood said, because the system records a criminal’s every move, it is easy to place a suspect at a crime scene. In fact, Florida uses its monitoring system in conjunction with the Florida Department of Law Enforcement Crime Mapping Database, an incident reporting system used by county and city police, to see if bracelet-wearers are nearby as crimes occur.

Also, criminals can cut their bracelets and attempt to flee with the GPS system, but an escape is less likely because an alarm sounds in a monitoring station the second a bracelet is severed. In Florida, one parolee cut his bracelet, got on an interstate and headed for the border. But law enforcement officials, aware of exactly when and where the offender abandoned the bracelet, got right on his trail, put out an all-points bulletin and located him within hours.

“With a traditional parole program, they could get a 30-day jump on us because they were only required to meet with their parole officer once a month,” Nimer said. “Now we know immediately if they’ve cut their bracelet and we then notify law enforcement and the victim.”

Another GPS fault is that the signal can be lost in tunnels or in dense urban areas. But Pro Tech tries to keep officials informed about what the offender is doing during these “caution periods.”

The device has a motion detector, so even if the GPS signal is lost, officials know if the offender is on the move and at what speed.

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 850-410-8514 or E-Mail: lisahopkins@fdle.state.fl.us

Victims also benefit from the monitoring system. With SMART, corrections officers can be notified if an offender is not at a certain place at the required time or if he comes near prohibited areas. For instance, an alarm would sound at a monitoring station if a domestic abuser comes near his victim's home or if a pedophile approaches a school. In addition, victims—outfitted with pagers and cell phones—are paged as soon as an offender penetrates a "hot zone" so that they have time to leave the area or call 911.

"Everyone feels a lot safer," said George Miller, manager of community corrections in Oakland County, Mich., which uses the SMART system on some people accused of assault but who have made bail.

Miller said his department educates victims, who must give their permission before SMART can be used. Victims are told about the benefits and limitations of the system.

Fresno County's Price said this technology especially is relevant in his county, where the domestic violence caseload has nearly tripled in the past two years. And with 145 officers monitoring 13,000 probationers, the caseloads average one officer for every 150 juveniles and one officer for every 400 adults.

"That's absolutely ludicrous," Price said.

Paying for such a high-tech and sophisticated system might seem prohibitive, but SMART can be affordable.

Monitoring stations use Microsoft Corp. Windows-based software and the initial Internet setup costs are minimal. Pro Tech will lease the monitoring equipment to the governments, and some of the costs

can be passed on to offenders.

In Fresno County, for example, probationers who once paid \$7 to \$10 a day for the electronic ankle bracelet system now pay up to \$16 a day for GPS monitoring. If the convicts were to remain in jail, the state and county could pay as much as \$75 a day for adults and \$100 a day for juveniles.

"It's usually pretty easy to get adult offenders to pay because the alternative is jail," Price said, adding that the department is pushing legislation that would force parents to pay for juvenile costs associated with house arrest.

Despite the Orwellian nature of using satellites to keep an eye on lawbreakers, constitutional watchdogs have yet to challenge SMART. Kara Gotsch, a public policy coordinator for the American Civil Liberties Union's National Prison Project, said the system can be a plus to keep offenders out of crowded prisons. "We have such a high incarceration rate, we need to look at other means of punishing people," Gotsch said.

— Heather Hayes is a free-lance writer based in Stuarts Draft, Va.

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MANAGING THE PRESSURE: THE RFP PROCESS IN LAW ENFORCEMENT ACQUISITIONS

By Raymond Dussault

The following story was developed as part of the U.S. Department of Justice's Technology Acquisition Project. Led by the nonprofit Institute for Law and Justice in partnership with Government Technology, the project is studying the process of acquiring new technologies at law enforcement agencies throughout the country. One thing that we have noted is that, while all high-tech procurements are fraught with challenges, these obstacles are magnified in the law enforcement environment.

The story evolved from research done to develop a request-for-proposal handbook focused on the specific issues that come up in law enforcement acquisitions. Since the topic is complex, we have broken the story into two parts. This first article deals with why law enforcement acquisitions are unique, available acquisition strategies and how to develop a successful RFP process. The second article will provide information on writing the RFP document itself, as well as some sources to garner information and RFP examples.

The pressure is on. Within the span of a decade, law enforcement agencies have seen an explosion of new computer-based applications and technologies designed to improve their ability to do everything from tracking caseloads to mapping crime. Just as these new technologies are bringing law enforcement new tools, they have presented new challenges as well. In the procurement of government

systems, vendors have always had the edge. Through necessity, law enforcement procurements are often led by line officers with little experience of the process and even less experience with the technologies they are acquiring. The results, understandably, have been mixed.

High-tech crime fighters are no longer the future vision; they are the present. A few years ago, agencies that had crime-mapping and analysis capabilities, integrated computer-aided dispatch (CAD) and records-management systems (RMS) were considered cutting edge. Today, the agencies without them are considered to be behind. The improvement of data sharing alone has been identified as one of the most important elements in ensuring swifter, fairer justice for all.

Still, there are risks that follow the many benefits of embracing new technologies. As mentioned, many law enforcement agencies simply have no one familiar with the process for acquiring new technologies. As the individual leading a law enforcement procurement, you are at a disadvantage, since most systems are acquired only every few years. That cycle makes it difficult to learn from experience and become better at the procurement process. However, you can take steps to minimize the risks of high-tech procurement.

While it is impossible to totally eliminate the risks of a particular

project, you can mitigate some by doing your homework before committing to a course of action. Educate yourself about what others have done, both successfully and unsuccessfully, in different jurisdictions. See how they've acquired and implemented new technologies. Examine their different approaches and the amount and types of information they gathered for their decisions. Learn from the

experiences of other agencies; network at conferences and training sessions, ask vendors for lists of their law enforcement customers, including contact names and numbers, and seek out the project leaders in agencies profiled in magazine articles. In this article, you will find some minimal guidelines to help you begin your education in high-tech improvements, from the variety of strategies you can use to the specifics of timing and construction of the most common of these strategies - the request for proposal.

Acquisition Strategies

The RFP document is by far the lowest-risk approach to the acquisition process, but it involves tradeoffs as well.

When you release an RFP, you're putting yourself at the mercy of the vendor community — they get to choose whether to respond. For smaller jurisdictions, this can often undermine the acquisition process. Since the RFP is an information-gathering effort — you want to learn which vendors can do the job for a reasonable fee — that effort is hindered if you receive only one or two responses. For these and other reasons, agencies should choose their procurement avenues carefully.

To make a choice, of course, you have to know your options. Sole-source contracts are awarded without formal competition. This is often a good, though imperfect, route if your agency is small and might garner limited vendor attention through the formal RFP process. The data necessary to make the vendor selection would be gathered through the team's own research, using information obtained from other law enforcement agencies, magazine articles, research papers and site

visits to manufacturers or agencies in which similar systems have been installed. Also use this if you know from the start which vendor you want to use. This might be the case if you have close information-sharing ties with a neighboring department and want a system similar to its. You may already have seen exactly what you're looking for at another agency and want to move quickly to acquire it. With the right project team in place — a dedicated group with few distractions and the willingness to develop and adhere to a written acquisition plan — this process can work, but it should not be undertaken lightly. Due to its lack of formalization, it magnifies the risks of the procurement process.

One way to minimize those risks is to formalize the process with a request for information. The RFI can be a useful research tool if the project is big enough to attract many vendors. A smaller agency will find procurement inherently more

Tips on Timing

From RFP release to supplier's conference:
3 weeks

Suppliers' conference duration:
2-4 hours

Written answers to questions raised:
2 weeks

From suppliers' conference to deadline for proposals: **45 days**

Solution demonstration duration:
2 days *

* An agency should not spend months and millions of dollars on research and then make its final decision on a four-hour demo. Take your time.

difficult — an RFI may still get limited response, undercutting its usefulness. While easier for the procuring agency to prepare, it lacks the formal structure of an RFP.

Another formal process is the request for quotation. All an RFQ's requirements are specific and mandatory and, therefore, the contract can be awarded to the lowest bid. This sourcing technique can be used for training or personal computers, but it is not appropriate for complex acquisitions.

Finally, the most common — and labor-intensive — avenue is the RFP. You can base your selection on a number of factors, such as "goodness of fit" of software, rather than price alone. It is the least risky of acquisition processes, but is also time consuming and lacks flexibility. The specifications set forth in the RFP will follow the project through to its finish in one way or another. Because this process is thorough, creates useful written documentation and is relatively low-risk when managed properly, it is the leading avenue for major technology procurements.

The Process

While writing and releasing an RFP can be challenging, careful attention to the process can simplify the task. Every RFP process should include seven steps:

- 1) Develop a detailed list of user requirements.
- 2) Write the RFP.
- 3) Release the RFP.
- 4) Hold a suppliers' meeting.
- 5) Accept proposals.
- 6) Evaluate submissions.

7) Select a vendor and finalize the contract.

Within that framework is ample room for customization to reflect your agency's needs and regulations.

In some cases, department or city and county regulations may affect this process. All local regulations should be reviewed first. Allow sufficient time for your team to work through regulatory or other problems that may arise.

The first time, most people underestimate how long it will take both to prepare the RFP and for vendors to respond. There are numerous activity, review and approval steps involved, so provide your team with more time than you think you need. If you are in a large urban department and hope to replace your CAD system, expect your RFP to be complex and time-consuming, and the vendor responses to require great detail to meet your needs. If you're buying several desktop computers for a small squad room, your RFP should be simple and succinct.

After you're finished, you still have to account for the time vendors need to respond. The appropriate timeframe varies according to the degree of complexity of the project and the detail included in, and demanded by, the RFP. For complex projects, give vendors 30 to 45 days from the bidders' conference. If that seems excessive, consider the vendor's position — Vendors want to do a good job of showing they can meet your needs, and if they feel they can't do that within your timeframe, they may not respond at all.

It is sometimes tricky to balance your needs with a realistic timetable. If the schedule is too long, your organization suffers by not having the new technology available. If it is too short, you may receive a smaller number of responses, and may not find what you

need at a price you can afford. Your chief may want the new technology yesterday and not understand the need for adequate preparation and response times. You must be ready to defend your timetable to both your own management and vendors.

Once you've designed a process and begun to develop a plan for your acquisition, it is time to actually write the RFP.

Thanks must be given to the many state and local law enforcement agencies that helped us in researching the acquisition process. These professionals have given generously of their time. The RFP Handbook, by Michael Asner, provided extensive background for this article and law enforcement oriented vendors contributed to the report.

THE RFP DOCUMENT: A MAP TO SUCCESS

By Raymond Dussault

A request for proposal (RFP) is more than a request for bids from vendors. It is also the first draft of your acquisition plan and the basis of your final contract. You will refer to it repeatedly as your new computer-aided dispatch or record-management system is installed. Put a lot of thought and effort into this singularly important document.

From jurisdiction to jurisdiction, RFPs can vary greatly, reflecting each organization's culture, set of priorities, skills and requirements. It is best to review other jurisdiction's RFPs to get a feel for how the documents can vary. You will see that all successful RFPs have four sections in common: ground rules, system requirements, evaluation

criteria and proposal format.

Hit the Ground Running

The first section of the RFP — the ground rules — is the simplest to write. It identifies the purpose of the RFP and establishes contact information for the project, including name, address and phone number. The contact person will usually be the project leader. This section will tell the vendor all the administrative requirements they need to meet to respond to the RFP. These include the number of copies you want, a timetable of dates relevant to the project and any legal requirements. This section should also outline the agency's demographics, including the area and population of the jurisdiction it covers, and the size of the department.

What You Need

In the second section of the document — the requirements — the agency will begin to delve into the technology needs.

This is where you provide your user requirements, establishing specifically what type of system you need and what it must do for you. This section will include a detailed breakdown of your existing technology, unless it is being replaced completely, so that the vendors will understand the systems with which their new product must interface. This information will prove vital in getting a valid bid. You should provide as much detail as possible about your existing system, what you hope the new system will do, and the number of users that will be supported by the new system.

In this section, the workhorse of the RFP, agencies should tell the vendor what will constitute installation of the new system, and what type of service is expected after installation. This includes warranties, service level expected and whether it will be included in the initial contract.

You Be the Judge

A common format:

Letter of Transmittal

Executive Summary

Our Understanding of the Requirements

Proposed Equipment, Software and Services

Costs

Physical Requirements

Training

Conversion Plan

Reliability and Backup

Project Plan and Timetable

In the next section—evaluation criteria—you should identify how the proposals will be evaluated. Many factors can influence the selection: cost, support services available and contractual conditions. At a minimum, this section should identify each of the factors that will be utilized. Some organizations only provide vague descriptions of the evaluation criteria; others go much further and identify not only each factor but also its weight in the selection process.

Step By Step

The final section of this simple RFP outline — proposal format — details how you want the respondents to structure their proposals. It is important that each supplier provide its information in a comparable form. Imposing a sequence on all suppliers can save evaluators hours of hunting through hundreds of pages of text.

It's important to realize that the above is a bare-bones model of an RFP. Also require whatever information you want to flesh out this skeleton. There are many sources of additional information. Many vendors provide RFP outlines to assist clients in structuring their RFPs. These are excellent and useful tools as long as you are aware of their strengths and limitations. Vendor-provided RFP documents will typically be structured to favor their own products capabilities, so agencies should only use these as an outline from which to customize their personal RFPs.

You should also turn to agencies of similar size and jurisdiction, and ask them for copies of RFPs they have produced to procure similar technologies. Groups like the [International Association of Chiefs of Police](#) and [SEARCH Inc.](#) maintain Internet databases of recent RFPs. Once again, these should be viewed as outlines from which to build your own.

Raymond Dussault is research director of the Department of Justice's Law Enforcement Technology Acquisition Project, and author of *Managing the Risks, A Guide for Improving RFP and Procurement Practices in Justice Technology Acquisitions*. The book will be released by the DOJ's National Institute for Justice later this year.

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EXIT ROBOCOP, ENTER CYBER JUDGE

High-tech courtroom helps Florida judges speed cases and distribute information.

By Raymond Dussault

They call it the "O.J." courtroom.

It's a showpiece, a place for the tourists. Jurists from throughout the country were visiting Orlando this past summer, not to see Mickey Mouse, but to take a gander at one of the most technologically advanced courtrooms in the world.

"Even before the technology, people were already coming to visit Courtroom 23," said Matthew Benefiel, court administrator for the 9th Judicial Circuit in Florida's Orange and Osceola counties. "It is a stunning setting with a great observation balcony. Vendors use it as a demo site and judges and groups are always asking for tours. We have trouble scheduling it around actual cases because it is our high-profile courtroom and is getting a lot of use now."

Situated on the 23rd floor of the \$200 million Orange County Courthouse, completed in 1998, Courtroom 23. It features a computerized evidence presentation system, realtime electronic court reporting and playback, voice-activated video conferencing, and recently began broadcasting cases live over the Internet.

View From Above

At first glance, Courtroom 23 looks like an ordinary courtroom. But look

up from the gallery and the perspective changes. Within easy view there are four 42-inch flat-screen plasma monitors on which spectators are able to watch the most detailed intricacies of court proceedings. No need to crane your neck to see evidence — crime-scene photos, x-rays, diagrams and attorneys' presentations are all broadcast on the gallery screens and the other 16 flat-screen monitors in the courtroom. There are screens at the judge's bench, the clerk's area, the tables for counsel, and 10 14-inch monitors in the jury box.

In most courtrooms, evidence entered into the record is shown or handed to witnesses and jurors, each of them turning it over, examining it and passing it along. In Courtroom 23 evidence is scanned into the evidence-presentation system and immediately available for all to view. "More than anyone else, this system helps the jurors," said an enthusiastic Judge Jay Cohen. "For the rest of us, one of the biggest payoffs from the technology is in time and money savings. If there is lots of evidence and multiple parties, you'd be surprised how quickly the time adds up. We have from six to 14 jurors in a given case, including alternates. If you have to pass documents or a piece of evidence around to each of them hand-to-hand, it simply takes time. With this system, the evidence goes up once for everyone. Plus, it's better information and easier for the juror to understand. That means informed jurors and better decisions.

"I finished a vehicular homicide case [recently] where we had a witness explaining crime-scene photos. He was able to use the touch screen and point to the information he wanted to highlight to jurors. His touch was translated to arrows for all to follow the explanation."

Since the bulk of court proceedings are

open to the public and media — especially in Florida, where only cases involving children are regularly blocked — the new technology, according to the court, does not present problems for the presiding judge. Still, Courtroom 23 adds options to an existing problem that arises for all judges during certain types of trials.

"There are just some photos that come up in court cases that are extremely gruesome," said Cohen, who added that he liked having control over the system with a single touch. "I have seen jurors and spectators visibly shaken by photos. Now, with the evidence-presentation system and the 42-inch monitors in the gallery, there just may be some photos too disturbing to foist on the gallery. This is true especially if family members of a victim are present."

"They retain full control from the bench or from their clerk's desk. A single touch on the screen and he or she can block information from the jury or gallery," explained Benefiel.

The whole system set the Ninth Circuit back \$250,000, but that was still \$50,000 under budget. Officials have already budgeted \$100,000 for each of the next two years to ensure that Courtroom 23 stays technologically current. And none of the money was, or will, be generated from taxpayer funds. Instead all funds come from a portion of civil-case filing fees.

One reason the cost may seem relatively small given the hardware and level of sophistication involved is because, with Courtroom 23 being situated in the brand new courthouse, much of the infrastructure was already in place. The new courthouse included a centralized, digital, court-reporting system, a legal-research Network, e-mail, and Internet access all linked through a Windows NT LAN. The LAN links the Orange County

Courthouse, Orange County Juvenile Justice Center and the Osceola Courthouse. What Benefiel and his team did — originally inspired by former Chief Judge Belvyn Perry Jr. — was build new capabilities onto the existing backbone.

“The whole concept was Perry’s baby. He had heard about Courtroom 21 up in Williamsburg, VA., and put us all on a plane to go see it,” said Benefiel of another high-tech courtroom that helped define the Ninth Circuit’s ideas.

The three key benefits of the courtroom are the ability to explain evidence more clearly, the ability to reduce those explanations to the printed page, and expanded public access to court proceedings, including live Internet broadcasts.

Not only does the evidence-presentation system reduce the physical time necessary to pass evidence around, it also allows attorneys and witnesses to “mark up” digitized materials such as X-rays or street intersections. If a police officer, utilizing a touch screen, illustrates through arrows and diagrams exactly how an accident occurred, that explanation can be printed out and handed to juries during deliberations. In addition, video and audio feeds can be run through the system. For the public, those explanations are now viewable on the many gallery monitors.

For people unable to visit the courtroom in person, the Ninth Circuit is now broadcasting its Courtroom 23 cases on the Internet. “It’s not going to be like you are watching your television set but it will still be there, easy to access, easy to see. The audio will be realtime and crystal-clear, though the video may be a bit choppy at times,” explained Benefiel. That video will be clearer than it would have

been, though, had the Ninth Circuit not made some hardware changes after Courtroom 23 was finished. “We originally put in security-grade cameras, which were fine for video conferencing, and we have kept them for that, but we found out right away they did not have the right level of quality for live broadcasting. We replaced those with broadcast-quality cameras in August.”

Solution Summary

Problem/situation |

Standard methods of controlling information in courtroom cases are slow and inefficient.

Solution | Integrate technology into the courtroom to speed processes and give judges more control than ever before.

Agency | 9th Judicial Circuit in Florida’s Orange and Osceola Counties.

Contact | Matt Benefiel, court administrator, 9th Judicial Circuit, Orange County Courthouse, 407/836-2051

Surprisingly, with such a major undertaking, there have been few changes necessary at Courtroom 23, and even fewer challenges have arisen thus far. A great deal of thought went into the types of hardware installed so as not to disturb the clean sense of decorum with which we are familiar in American courts. Flat-screen monitors are expensive but, like the tiny unobtrusive cameras, they blend in subtly with traditional court furniture, and unsightly wires are hidden behind podiums, railings, walls and fascia. No longer do media representatives scatter cameras across the back wall, as everyone saw at the O.J. circus. Now they can plug in to live feed outlets outside of the actual court.

“It wasn’t easy to get all this in and mounted,” said Benefiel. “For example, the 42-inch-screen gallery monitors that are stuck way up the wall so even those in the observation balcony can see them are actually 50 inches across and weigh 50 pounds apiece. They weren’t easy to mount.”

“Really, training attorneys on how to use the technology has been the only challenge so far,” added Cohen. “But, Matt and his team have already stepped into that gap. Before each courtroom use, a memo is sent to each attorney involved directing them to contact the MIS department for training. The training takes about a half-hour because the system is so user-friendly.”

Courtroom 23 represents a quantum step forward in the quantity and quality of information available to those who need it. There is little doubt that the system will save time and money for courts, and shaving even a few days off interminably long high-profile cases will benefit everyone involved.

What remains to be seen is whether technology, by providing clearer data, will result in better-informed juries making better decisions. With Courtroom 23 in place, you can assess the result yourself — just take a minute to travel to Orlando the next time the court is in session. It’s only as far away as the return key on your PC.

Justice and Technology Editor **Ray Dussault** is also a research director for the Law Enforcement Technology Acquisition Project.

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CALLING ALL CARS

Departments Find Wireless Liberates Officers From Their Desks

BY Cheryl Gerber

Law enforcement agencies across the nation have been spending millions on mobile computing and wireless technology. This year, they stand a good chance of seeing a healthy return on their investment.

Why? Two things.

Key applications are coming online that will make it worthwhile for state and city police to equip their squad cars with wireless, modem-equipped laptops. And bandwidth limitations in radio frequency, which might have been exacerbated by those high-demand applications, are being lifted.

In addition, police departments are figuring out what kinds of technology they need at headquarters to support folks in the field.

But law enforcement agencies in North Carolina, Miami and Pasadena, Calif., have a jump-start on the benefits of wireless.

The North Carolina State Highway Patrol started working with Motorola Inc. and IBM Corp. in 1996 to build a statewide wireless network, with IBM's pen-based Thinkpad laptops installed in squad cars. As the prime contractor, Motorola built the wireless network, while IBM installed the laptops and adapted FormRunner for electronic crash reporting. The mobile and wireless technology improved officer safety and productivity, said Lt. Woody Sandy, unit supervisor and project manager in the Highway Patrol Information Management

section.

Officers in squad cars use wireless laptops to tap into the database at the Division of Crime Information in Raleigh, which sends queries via a wired network to the FBI's National Crime Information Center (NCIC) databases. Officers get responses in 12 seconds, enough time to know if they are about to confront a driver with a criminal record.

In keeping with the trend toward community policing, the N.C. Highway Patrol wants to use its wireless network to let officers submit field data reports and perform case management remotely, allowing them to interact with the community and focus on public safety instead of being stuck behind a desk doing administrative work.

But submitting wireless reports stretches the limits of today's 19.2 kilobits/sec wireless baud rate line capacity, which is less than even standard telephone lines.

When the FBI introduces mugshots and fingerprints in its NCIC 2000 network of databases this year, the need for broader bandwidth will be crucial.

"Once you get into image and graphics like that, you can see why disk space and bandwidth become so important," said Dave Fox, IBM National Practice Solutions manager.

The Federal Communications Commission, which manages the radio frequency spectrum used by television, radio and satellite systems, will provide the much-needed bandwidth this year.

As part of the redistribution of channels for high-density television, the FCC has set aside 24 MHz of new and additional radio spectrum and made it available to public safety

organizations, more than doubling the existing 23 MHz that is available today. The new slice of spectrum will enable agencies to build large regional systems to get such economies of scale as shared backbone networks. This has not been possible with existing bandwidth.

Right now all the spectrum is being used for little systems, said Chuck Jackson, Motorola vice president and director of system planning in the Radio Systems Division. "You can't build it out because there is no spectrum left."

The FCC's National Coordinating Committee, which recommends digital standards for the public safety portion of the spectrum, is expected to issue recommendations for the new bandwidth this year. Motorola has prototype equipment ready to go.

"As soon as the rules are published, we will have equipment to submit for type-accepting," Jackson said.

The U.S. Justice Department also has nudged progress along, by issuing a \$9.5 million grant to the Miami Police Department to install a mobile data network.

In Miami, Unisys Corp. installed Fujitsu Ltd. pen-based laptops and subcontracted to Motorola to install the tower, the backbone RF network infrastructure, and its Spectra radios for voice. Unisys also developed a message switch on an Oracle Corp. database to collect mobile data, reformat queries for the FBI's NCIC, and link to a Unisys mainframe, said Maj. Joseph Longueira, Miami police commander of support services and planning and research.

The system gave Miami police the ability to query driver's license information and receive a response in 10 seconds. Officers also can do accident and incident reports on the

squad car laptops.

To accommodate supervisors, investigators and commanders who need more mobility out of the car, the department has ordered rugged Panasonic Personal Computer Co. laptops that use AT&T's wireless network. The wireless IP-based network will let them use e-mail and scheduling software and send Microsoft Corp. Word documents to a printer.

Miami also plans to upgrade its system. With \$22 million from Justice's COPS (Community Oriented Policing Services) program, the department is building a data warehouse, a departmentwide facial recognition system, a digital photo system, a crime analysis mapping program and a data sharing project called the High Intensity Drug Trafficking Area, Longueira said.

But like many urban police departments, Miami realizes that giving its police quick access to central data is not enough. The city is working on the back-office systems, integrating its databases and improving its data mapping, so that data makes sense from one system to the next.

It's a massive, multifaceted problem.

"You are talking about thousands of data elements that are not all stored the same way. Every time you share data, you have to make sure that all data elements are appropriately mapped," said Mike Weins, Unisys project manager for the Justice and Public Safety practice. For example, the abbreviation "bl" means blond in one system and black in another.

Even if officers use a leading mobile or wireless system, it does no good without back-end database integration and data sharing.

Here's the way it plays out in real life: An officer near the border of North Carolina and South Carolina pulls over a vehicle and checks its license plate. The driver had no criminal record in North Carolina or in the FBI NCIC database, so the officer assumes he's safe. However, when the officer approaches the vehicle, the driver shoots him dead.

With access to the South Carolina criminal database, the officer could have known the driver had a criminal record there, said North Carolina's Sandy.

Progress in data sharing is slow but steady. The Pasadena, Calif., Police Department is working on a research project with Motorola and the Police Executive Research Forum to improve access to and analysis of crime information.

"We need to get access to information and then integrate it," said Mary Schander, commander of Pasadena's Strategic Services Division. Pasadena uses handheld Palm Inc. Palm IIIs to conduct field and contact interviews, then docks the PDAs into a workstation at headquarters and transfers the digital data to a database that houses crime analysis information.

"It gives us timely information about witnesses to crimes," Pasadena Sgt. Eric Mills said.

Mills would rather use the Cellular Digital Packet Data wireless network than the Motorola RF network.

"The advantage of CDPD is the vendors will maintain and repair it to state-of-the-art [condition]. AT&T already has it in place and will upgrade it," he said.

He also would like to upgrade the Palm IIIs to Palm VIIs with built-in wireless modems.

"We'd like to see officers go to wireless communications away from their cars with the Palm VIIs. The moment you can establish instantaneous collection of and transfer of data is the moment you can get ahead of the curve. With proven statistical analysis, you can predict when and where things will occur."

— Cheryl Gerber is a free-lance writer based in Kingston, N.Y.

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NEW DEVICE HELPS POLICE RECONSTRUCT CRIMINAL EVENTS

A new device, no larger than the size of a postage stamp, will track every gunshot fired by a police officer in an effort to help investigators reconstruct shooting incidents, Reuters reported May 24.

The Accu-Counter attaches to an officer's gun and records the time, direction and elevation of every shot fired. The data from the device can be downloaded to a computer to assist in investigations.

"These parameters cannot be manipulated and they reflect neutral data which contain no emotional element," said Jane's Information Group in a statement about Accu-Counter.

"This system supports any officer who fulfills his assignment professionally."

The device will be the topic of discussion at the June "Managing Police Firearms Units" conference sponsored by Jane's Information Group. "The law-enforcement community has yet to recognize the advantages that these devices may offer, partly due to concerns that police officers will not operate effectively when placed under such an intense degree of scrutiny," the group said. "They may soon be required to accept them due to growing political pressure in the wake of human-rights legislation and the ever-present desire for increased accountability from the public and the media."

The device is made by SIG Swiss Industrial Company Holding.

ATTORNEY GENERAL ENVISIONS CRIME-FIGHTING COLLABORATION

BY L. Scott Tillett

Attorney General Janet Reno recently proposed a cooperative network that would enable law enforcement agencies nationwide to share information on electronic crimes.

The proposal, delivered at a meeting of the National Association of Attorneys General, calls on state attorneys general to set up an around-the-clock network of computer crime agents within every state, enabling authorities who uncover a crime in one state to work quickly with counterparts in other states to track down cybercriminals.

Reno's proposal came amid news reports that a computer hacker had stolen 300,000 credit card numbers through Internet music retailer CD Universe and posted some of the numbers on the World Wide Web.

"While the Internet and other information technologies are bringing enormous benefits to society, they also provide new opportunities for criminal behavior," Reno said. "The Internet changes everything — and it's changing law enforcement in dramatic ways."

Bubby Moser, executive director of the National Sheriffs' Association, said he supports Reno's proposal for a cooperative network on cybercrimes — dubbed LawNet by Reno.

"All this [communication] has to be in place," Moser said. "And [Reno] is right on top of it."

Moser said plans for a network

should encompass all levels of law enforcement — from local governments to federal agencies to foreign law enforcement organizations. An international scope to sharing cybercrime information is emerging, with the Justice Department recently setting up an information-sharing network on cybercrime with G-8 nations.

Reno's proposal also includes developing a secure online clearinghouse of information that federal, state and local law enforcement agents can access to share information on pending cases, potential targets of computer crime and contact personnel for crimes on the Internet.

Moreover, the proposal suggests the creation of regional computer forensics labs that would enable state and local law enforcement agencies to pool resources to investigate computer crimes. It also calls on states to work on jurisdictional issues when cybercrimes involve more than one state.

"I think this [proposal] is a good idea. One of the problems has been venue issues," said Michael Anderson, president of Gresham, Ore.-based New Technologies Inc., a computer forensics firm that works with state, local and federal law enforcement agencies.

Anderson said figuring out which law enforcement agency has jurisdiction proves a challenge when a cybercriminal is in one state and the victim is in another. "The first thing to do is to get communications going between the different states. The jurisdictional issues will follow," he said.

Communicating quickly is important in cybercases because electronic evidence can disappear fast as data on high-traffic Internet servers get replaced by fresh data. "What happens in these things is you have to move very

quickly before the evidence goes away," Anderson said.

Reno has urged state attorneys general to develop a framework for LawNet by March.

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NIDA LAUNCHES INITIATIVE TO COMBAT CLUB DRUGS

by Patrick Zickler

Responding to the alarming recent rise in use of club drugs, NIDA has initiated a broad-based public initiative to inform and educate teens, young adults, parents, and communities about the dangers of drugs such as "ecstasy," "roofies," and GHB.

"Young adults believe club drugs can harmlessly enhance their experience at dance parties and 'raves,' but there is no safe way to use any of these drugs," said NIDA Director Dr. Alan I. Leshner. "Research shows that some of the so-called club drugs have long-lasting effects on the brain. Combined with alcohol, these drugs are even more dangerous, sometimes deadly. There is no such thing as a harmless club drug. There is no such thing as recreational drug use."

At a Washington, D.C., press conference, Dr. Leshner announced that NIDA was teaming up with the American Academy of Child and Adolescent Psychiatry, the Community Anti-Drug Coalitions of America, Join Together, and National Families in Action to increase public awareness of the effects of club drugs. As part of the initiative, Dr. Leshner said, NIDA is increasing its funding

for club drug research by 40 percent, to \$54 million. In addition, NIDA has developed a multimedia campaign, including a new Web site - www.clubdrugs.org - to disseminate science-based information about the drugs.

"Accurate, credible information is the most powerful weapon we have to combat the increasing use of these dangerous drugs," said NIDA Associate Director Dr. Timothy P. Condon. "Our Web site will provide up-to-date information 24 hours a day. We are distributing 250,000 copies of a special Community Drug Alert Bulletin that explains where these drugs are being used and what science has revealed about the way they work. And we are placing more than 330,000 free colorful 'HotStamp' cards-which show how using ecstasy can disrupt brain function-in restaurants, bars, coffee shops, and bookstores."

NIDA's initiative represents an important first step in reducing club drug use, said Dr. David Rosenbloom, director of Join Together, a project organized by the Boston University School of Public Health to serve as a national resource for information that community-level organizations can use to prevent drug use. "This is NIDA's early warning alarm. It sends a very clear signal to the Nation," Dr. Rosenbloom said. "We need to act quickly, distribute accurate scientific information, and reverse the pattern of increasing use of these dangerous drugs."

This new Web site - www.clubdrugs.org - provides information on club drugs and their effects.

WHAT ARE CLUB DRUGS?

For more information on club drugs, visit:

www.nida.nih.gov/drugpages/clubdrugs.html

MDMA: methylenedioxymethamphetamine-Ecstasy, X, XTC, Adam

A stimulant similar to methamphetamine, MDMA is usually taken orally as a tablet. It causes increased heart rate and blood pressure, and may lead to an elevation of body temperature that causes kidney and cardiovascular failure. When combined with alcohol, MDMA can be extremely dangerous, sometimes fatal. Chronic abuse of MDMA may produce long-lasting neurotoxic effects in the brain.

GHB: gamma-hydroxybutyrate-Liquid Ecstasy, Georgia Home Boy, G

A clear odorless liquid, GHB is a central nervous system depressant and has been associated with poisonings, overdoses, and date rape. GHB overdose can lead rapidly to loss of consciousness, coma, and death. The purity and strength of individual doses of the drug can vary greatly, making overdoses likely.

Ketamine-K, Special K, Vitamin K, Cat Valium

Ketamine is a veterinary anesthetic that produces dissociative dream-like or hallucinatory effects. The drug is used as a liquid applied to marijuana or tobacco products or as a white powder that is snorted like cocaine. At high doses, ketamine produces delirium, amnesia, impaired motor function, and sometimes-fatal respiratory effects.

Rohypnol: flunitrazepam-Roofies, Rophie, Roche, Forget-me

A benzodiazepine sedative similar to Valium and Xanax, flunitrazepam is not approved for prescription use in the United States. The drug is taken orally in tablet form or dissolved in beverages. Because the drug is odorless and tasteless and produces amnesia, it can be administered to a person without his or her knowledge and has been associated with date rape and other sexual assaults.

Methamphetamine-Meth, Speed, Ice, Glass, Crystal, Crank

Methamphetamine, an odorless white crystalline powder, is a highly addictive stimulant that can be snorted, smoked, injected, or taken orally. The drug produces increased levels of activity, excited speech, and decreased appetite. Methamphetamine is a neurotoxin associated with long-lasting effects on the dopamine transporter system as well as with other dangerous health effects including aggression, violence, memory loss, psychotic behavior, and cardiac damage.

Lysergic Acid Diethylamide: LSD-Acid, Blotter, Cubes, Dots, L, Sugar

LSD is a powerful hallucinogen that is taken orally, usually on squares of blotter paper, sugar cubes, or pills that have absorbed the liquid drug. The drug produces profound abnormalities in sensory perception, including distortions of sound and sight, and emotional effects that create rapid mood swings ranging from intense fear to euphoria.

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DEVELOPING SUCCESSFUL DRUG ABUSE PREVENTION PROGRAMS

NIDA's research over the past 25 years has identified many factors that put young people at risk for drug abuse, and has also identified protective factors that decrease the likelihood that young people will use or abuse drugs. NIDA's drug abuse prevention research has shown how to develop, test, and implement programs that families, schools, and communities can use to successfully prevent drug use among young people.

Risk Factors

Research has shown that although there are many risk factors for drug abuse, the most crucial ones are those that influence a child's early development within the family. These risk factors include parents who abuse drugs or suffer from mental illness; lack of strong parent-child attachments in a nurturing environment; poor parental monitoring; and ineffective parenting, particularly with children who suffer from conduct disorders or have difficult temperaments. Other risk factors involve a child's interaction in environments outside the family - in school, among peers, or in the community at large. These risk factors include inappropriate classroom behavior or failing school performance, poor social skills or affiliation with deviant peers, and a perception that drug use is acceptable within peer, school, or community environments.

Protective Factors

The most important protective factors, like risks, come from within the family, but include factors that influence a child in other environments. Among

protective factors identified by NIDA research are strong bonds and clear rules of conduct within a family, involvement of parents in a child's life, successful school performance, strong bonds with positive institutions such as school and religious organizations, and a child's agreement with the social norm that drug use is not acceptable.

Prevention Principles

Prevention programs include a wide variety of techniques depending on the target population, but NIDA research has identified several fundamental principles, such as:

Prevention programs should enhance protective factors and reverse or reduce risk factors;

Prevention programs should target all forms of drug abuse, including use of tobacco, alcohol, marijuana, and inhalants;

Prevention programs aimed at young people should be age-specific, developmentally appropriate, and culturally sensitive; and they should be long-term with repeat interventions to reinforce prevention goals originally presented early in a school career;

Prevention programs should include a component that equips parents or caregivers to reinforce family antidrug norms;

Family-focused prevention programs have a greater impact than those that target parents only or children only; and

Prevention programs should be adapted to address specific drug abuse problems in the local community.

A full description of NIDA's drug abuse prevention research can be

found in the online publication [Preventing Drug Abuse Among Children and Adolescents-A Research-Based Guide](#). The publication can be viewed, downloaded, or printed from the Publications index at NIDA's home page at www.drugabuse.gov.

NIDA's Drug Abuse Prevention: Research Dissemination and Applications (RDA) materials include a core set of three resource manuals-Drug Abuse Prevention: What Works; Community Readiness for Drug Abuse Prevention: Issues, Tips, and Tools; and Drug Abuse Prevention and Community Readiness: Training Facilitator's Manual (PB97-209605, \$83)-and three related manuals-Drug Abuse Prevention for the General Population (PB98-113095, \$36), Drug Abuse Prevention for At-Risk Groups (PB98-113103, \$36.50), and Drug Abuse Prevention for At-Risk Individuals (PB98-124365, \$41). The core set of RDA materials and the related manuals can be ordered through the National Technical Information Service at (800) 553-6847, fax (703) 605-6900.

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NEW STRATEGIES NECESSARY FOR NET CRIMES

A White House panel releases a report on fighting Net-facilitated crime.

By Shane Peterson | News Editor

Going after Internet criminals is proving to be a difficult proposition for law enforcement, especially since those criminals who use computers "may find that the Internet provides a vast, inexpensive and potentially anonymous way to commit unlawful acts," argues the Department of Justice's Working Group on Unlawful Conduct on the Internet.

In March, the working group released a major report, "The Electronic Frontier: The Challenge of Unlawful Conduct Involving the Use of the Internet," which outlines a three-part strategy to fight Internet related crime.

The working group was created by executive order last August and was given the task of studying Internet-related crime in three areas: whether existing federal laws are sufficient to address unlawful conduct involving the Internet; whether new tools, capabilities or legal authorities may be needed for effective investigation and prosecution of such conduct; and the potential for using education and other tools to minimize the risks from such conduct.

The working group collected information from various state and local government

Justice Dept. Rolls Out NetCrime Site

As a part of its continuing effort against Internet attacks, the Justice Department on March 13 rolled out a new Web site designed to serve as a clearinghouse of computer-crime information and resources.

The new Computer Crime and Intellectual Property Section (CCIPS) Web site <www.cybercrime.gov> contains links to a number of computer-crime documents and sites and includes a list of phone numbers for whistle-blowers to use in reporting online attacks.

The Cybercrime.gov site is also the new home of the controversial report on online activity released by the Clinton administration a week before the site debuted.

Plus, there's a "Kids Page" that warns would-be hackers to stick to putting tacks on teachers' chairs. Mindful of the youthful stature of many hackers, a link is entitled "You Can Get in Real Trouble for Hacking!"

— David McGuire, Newsbytes

organizations when compiling the report, including the National Association of Attorneys General; the National District Attorneys Association; the National Association of Boards of Pharmacies and the National League of Cities. In addition, the working group sought input from industry groups, such as the Internet Alliance, the Computer Systems Policy Project, the Business Software Alliance and representatives of ISPs and other high-technology companies; and nonprofit advocacy and civil liberties groups such as the National Center for Missing and Exploited Children, the Center for Democracy and Technology and the Electronic Privacy Information Center.

Arguing that “continued growth in economic commerce will require a stable, predictable legal environment that includes vigorous enforcement of consumer protections and focused law enforcement efforts, in turn, will promote greater consumer confidence and trust in the Internet,” the report outlines a three-pronged strategy in responding to Internet related crime.

DOJ Wish List

First, the report asserts that any regulation of unlawful conduct using the Internet should be analyzed through a policy framework that ensures that online conduct is treated in a manner consistent with the way offline conduct is treated — in a technology-neutral manner — and that pays attention to other societal interests, including privacy and protection of civil liberties.

Second, the needs of law enforcement agencies and Internet-related challenges facing those agencies should be recognized as significant, particularly in these areas: resources, training, the need for new investigative

tools and capabilities, coordination between federal, state and local agencies, and coordination with other countries.

Third, continued support for private-sector leadership and the development of methods — including Internet ethics curricula, technological tools and media and other outreach efforts — that educate Internet users to prevent and minimize the risks of unlawful activity.

Crime Defined

Accurately defining what constitutes a computer crime is the best place to start when designing an effective response to fighting it through creating appropriate policies. The working group’s report begins by breaking down computer-related crimes in three ways: when a computer is the target of a crime, when a computer is ancillary to a crime being committed but still vital to law enforcement efforts, and when a computer is the actual tool used in the crime.

According to the report, a crime such as hacking into a particular system to pilfer information fits into the first category of computer-related crime. In the second category, computers used to store information - such as arms smugglers or black-market dealers storing data relating to their transactions on computers — are not directly used for the crime but play an important role in law enforcement efforts to convict the criminals.

The last category, defining when computers are used to commit crimes, is the most tricky to define. According to the report, “many of the examples in this report deal with unlawful conduct that exists in the physical, ‘offline’

world — the illegal sale of prescription drugs, controlled substances, alcohol and guns; fraud; gambling; and child pornography.”

The working group’s analysis of existing policy concludes that federal laws don’t, typically, make a distinction between online or real-world criminal behavior and are sufficient to enable prosecution, but notes that there are a “few instances where relevant federal laws need to be amended to better reflect the realities of new technologies, such as the Internet.”

Perhaps the most sensitive aspect of the working group’s report is what tools should be made available to law enforcement to go after Internet-related crimes. According to the report, “At the very least, there needs to be widespread and extensive training of law enforcement personnel in ways to identify those who use the Internet to commit unlawful acts [because] given the current state of technology, it can be difficult to accurately identify an individual - especially sophisticated users who take affirmative steps to hide their identity - on the Internet.”

The report makes several broad suggestions for law enforcement: all levels of jurisdiction should have experts who are dedicated to high-tech crime, those experts need to be available 24 hours a day, those experts should receive regular and frequent training in new technologies and they need the most current equipment available.

Where law enforcement tools raise people’s hackles is when those tools must be powerful enough to track computer users’ movements almost as they happen. The report argues that such tools as realtime tracing are mandatory — criminals can often be caught only when they are online

because as soon as the criminal logs off, the trail goes cold.

One area where law enforcement needs assistance from the industry side of the equation is in technical infrastructure and data retention. The report states, "if the communications network and the computers and software that run it have not been designed and configured to generate and preserve critical traffic data, information relating to the source and destination of a cyber-attack will likely not exist." Unfortunately, there is no standard for keeping such data, as the report notes, because "issues concerning whether, to what extent, and for how long critical data are retained are decided both by national laws (or the lack thereof) and by industry practices, which generally reflect market preferences and other revenue-related needs."

Lastly, the report addresses how educating parents, teachers, children and consumers can help illustrate the dangers of Internet crime through technological tools such as informational Web sites and non-technological tools such as public-education campaigns. According to the report, "Although both types of tools can be extremely useful when used appropriately, 'one size does not fit all.'" Jurisdictions should use a blend of available tools to get the message out.

Bill McGarigle is a writer specializing in communications and information technology. He is based in Santa Cruz, Calif.

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Mixed Reaction to Crime Report

"Anonymity on the Internet is not a thorny issue; it is a constitutional right," the American Civil Liberties Union wrote to Attorney General Janet Reno in a letter dated March 10, the day the White House's computer-crime report came out. "The United States Supreme Court held that the Constitution grants citizens the right to speak anonymously."

But White House spokesperson Mark Kitchens defended both the report and the administration's stance on Internet privacy.

"The Clinton-Gore Administration has consistently supported the right to privacy on the Internet and any law enforcement proposals need to take privacy into account," Kitchens said. Any recommendations the administration endorses will protect individuals' privacy, he said.

While the report predictably angered the ACLU and other civil liberties groups, it drew praise from the Information Technology Association of America (ITAA).

"Cyber-crime can never be accepted as the price of doing business on the Internet," ITAA President Harris Miller said in a release. "We must have zero tolerance for individuals who intentionally disrupt networks, tamper with electronic property or steal online assets."

Miller said the report balanced the legitimate privacy rights of individuals with the need to detect and prosecute criminal activity. But the ACLU outlined a number of areas in which it said the document could lead to an erosion of constitutional privacy rights.

"We are concerned by the report's suggestions that the government should have greater powers in using trap and trace devices. In making this recommendation, the report provides few specifics as to what sort of information the government would then be able to collect," the ACLU wrote. "An expansion of these powers might allow law enforcement agents to access a variety of data, including dial-up numbers, Internet Protocol (IP) addresses, electronic mail logs, uploaded files and so on."

— David McGuire, Newsbytes

PRIVATIZATION: A SOLUTION OR AN OVERSELL?

A Book Review By
Thomas E. Engells

Elliott D. Sclar (2000) *You Don't Always Get What You Pay For: The Economics of Privatization*
Ithaca: Cornell University Press – A Century Foundation Book, 184 pages.

This book was sponsored by the Century Foundation – formerly known as the Twentieth Century Fund – and is another in their ongoing series on privatization. Sclar's book, less than two hundred pages, casts lights into both the economic shadows and on to the theoretical ambiguities that swirl around the privatization of public goods and services.

The privatization of government services to achieve cost savings has been a popular concept for several years. Criminal justice, less the limited for-profit correctional services now in use, has not been a popular target for the privatization advocates. Yet we dismiss the government privatization movement at our own risk, for private policing is growing at remarkable rates both in urban and suburban settings. Familiarity with the fundamental concepts in the privatization argument and the major flaws in that argument will better prepare us for the inevitable public policy debates to come.

The privatization debate offers public organizations the rare opportunity to explore new practices and organizational structures. Sclar believes that the mutual goal of both modern public administration and privatization should be the efficient and effective public agency operations.

Sclar achieves an uncommon feat – for he has written both an interesting and understandable economic analysis of a public policy issue. He outlines the characteristics of public goods, the dangers inherent to applying the popular standard market model with competitive contracting to the public sector and the often-overlooked important aspects of public sector contracting. His narrative is spiced with several compelling case studies that range in magnitude from MassHighways to a small fire department in Rye Brook, New York. The case studies give life to the dry technical points of his analysis, but he avoids the trap of dueling anecdotes – which is often found in the discussion of privatization of public goods and services.

After a detailed critique of the pitfalls of public contracting, he notes –

By taking a comprehensive view of contracting, we do not produce proposals for change that are intellectually clean and satisfying as those promised by free-market privatizers, but we greatly enhance the chance of actually effecting meaningful change.

Sclar's preferred approach to privatization is the relational contract. The featured case study is that of the Indianapolis Fleet Service (IFS). In that case, a municipal agency's pragmatic response to a vigorous privatization effort produced reform in the areas of labor-management relations, beliefs about the nature of public sector work and organizational economics. The IFS successfully bid on its own functional role and in doing so reorganized itself and renewed its credibility with its customers and colleagues alike at a cost saving.

Noting that today half of all public monies are spent by public contract,

even without widespread privatization, he proposes eight rules for the public sector in response to privatization efforts:

Carefully delineate the output of any public service considered for reorganization

Know your ABCs (Activity Based Cost Accounting)

Compare privatization with in-house operations by using Avoidable Cost Accounting

Fully address the reality of transaction costs

Recognize that public contracting is different from private contracting

Make meaningful employee participation possible

Compare three alternatives

Remove politics from contracting

Is a book on economic analysis really worth the effort to read? I believe the answer to that question is based upon your reaction to the title You Don't Always Get What You Pay For. If that statement piqued your curiosity, then you may have an interest in public-sector privatization and public contracting and your time spent reading this book would be well spent. This book will significantly prepare you to engage in a privatization policy debate and is a valuable contribution to the on-going public policy discussion.

Submitted by Captain Thomas E. Engells of the University of Texas at Houston Police Department

BREAKING THE CYCLE OF DRUG USE AND CRIME

Like many states across the nation, Maryland has found itself struggling with finding solutions to the high rate of crimes and recidivism that accompany substance abuse.

Upon taking office, Maryland's Lt. Governor Kathleen Kennedy Townsend recognized her leadership role in reducing crime in the state. Cutting drug use by high rate criminal offenders was one of her first targets, said Adam Gelb, policy director for Lt. Governor Townsend. "If you want to talk about a population that everybody is sick and tired of...when people talk about the revolving door...they're talking about this group." Drug-addicted offenders drive illegal drug markets and commit a disproportionate amount of property and other crimes, Gelb added. "If you can get this group of people to stop or significantly reduce their drug consumption, you can make a tremendous impact on crime."

Another one of Kennedy Townsend's major efforts is the Maryland HotSpot Communities Initiative that targets areas where crime is heavily concentrated. The strategy involves a coordinated state effort to assist selected neighborhoods with comprehensive crime control and prevention strategies, in partnership with local governments and citizens. HotSpot activities include community mobilization and other activities to reclaim public space, prevention programs for youth, rapid response to public nuisances, and intensive supervision of adult and juvenile offenders on probation or parole.

At a planning meeting for Break the

Cycle two years ago, state leaders, law enforcement, corrections officials, parole and probation officials and officers, public health officials, members of the judiciary, treatment providers, and researchers examined smaller-scale treatment and supervision programs that worked.

The National Council on Crime and Delinquency (NCCD) studied Maryland's Division of Parole and Probation's Correctional Options Program (COP) that focuses on nonviolent criminals. Offenders released or diverted from prisons received a variety of treatment options including drug court, day reporting, intensive supervision, home detention, and boot camp. Offenders who did well received the reward of less restrictive sanctions. On the other hand, those who experienced problems received more intense supervision and treatment. The NCCD report found that these services cut recidivism rates in half.

Other studies of COP found that boot camp graduates in special supervision programs have half the rate of recidivism as nonparticipants, drug court participants are 50 percent less likely to commit new crimes, and less than one-half of one percent of home detention participants have committed new crimes.

After looking at these smaller programs, Townsend spearheaded Break the Cycle, an extensive crime prevention program that relies on aggressive drug testing, sanctions, and drug treatment for criminal offenders released from prison to reduce recidivism rates and drug use in this population. The program aims to stop the cycle of arrest, incarceration, and rearrest that thousands of drug-addicted offenders find themselves in. It places accountability with the offenders and enhances the integrity of court orders that mandate treatment and abstinence.

Gelb said that Break the Cycle seeks to build on the success of smaller programs with targeted audiences and expand it "across a large enough population to make a real difference in total drug consumption and drug-related crime."

Anyone released from prison who has a history of substance abuse will enter Break the Cycle. Currently, 15,000 offenders in seven Maryland jurisdictions participate in the program. The state aims to reach every person, including juveniles, on probation or parole who is addicted to drugs and estimates that another 10,000 people eventually will be involved.

When first leaving prison, participants have to show up for drug testing twice a week. If the person stays clean, testing becomes less frequent. However, if a person tests positive for drugs or fails to show up for testing or treatment, sanctions go into effect immediately. Sanctions vary depending on the offense and the frequency of offense and range from increased supervision, curfews, and home detention to community service, more intensive treatment, and incarceration.

"We found great success with smaller programs, and sincerely hope that we have equal success with Break the Cycle," Leonard Sipes, director of public information. "We have the ability to dramatically reduce rates and totals of crime in the state of Maryland through this program."

Policy Director Gelb remarked, "Challenges have come from everyone in the system—from the judiciary, which is warming to the concept of graduated sanctions to treatment providers who weren't accustomed to any systematic

communications with probation, to the probation agents who traditionally had not had the ability to administer drug tests or apply sanctions for violations. On each front this is a massive change.”

Break the Cycle “reinvents probation” and “makes probation a meaningful sanction,” he added. Prior to the program, probation officers did not have the budget to administer a useful number of drug tests nor did they know whether their cases showed up for drug treatment.

Now state funding provides the resources necessary to test offenders twice a week and test results are available online to probation agents and treatment providers. State funding also provided for hiring more probation officers, creating additional drug treatment slots, and enhancing sanctions.

The program mandates cooperation among treatment agencies, parole and probation agents, and law enforcement. Law enforcement has been supportive of the program, Gelb said. Its main roles have been to track down violators and to supervise community service work crews.

Critics of the program ask, how can advocating for drug treatment be tough on crime? Proponents argue that coerced abstinence and treatment works. Because most offenders resist treatment, officials believe that forcing them to face their addiction is being tough on crime. The rigorous drug testing schedule makes them stop using drugs or face sanctions that intensify with each noncompliant act.

Sipes told the story of a 20-year addict who willingly gave up her children to drugs. She also lost an eye to glaucoma because of her drug abuse. Through her success in a drug court program, she has been reunited with her kids, has a retail job, owns her own home, and has a glass eye. “This is not an unusual story,” he maintained.

Break the Cycle is having a profound effect on the offender and his/her family. A recent study by the National Institute for Drug Abuse at the Maryland Correctional Institution for

Women and the Patuxent Institution found that women who received treatment were less likely to be re-arrested for new charges or returned to the system for violation of release terms. During the first six months after release, 8.5 percent of treated women experienced at least one arrest or violation, while 31

percent of untreated women experienced arrest or violation.

On another level, the program increases public safety in neighborhoods across the state. Break the Cycle addresses incivilities such as graffiti and car, home, and garage break-ins, Sipes said. Criminal offenders addicted to drugs have committed thousands of these kinds of crimes in their lifetimes. Helping these people beat their addiction also improves the quality of life for state residents. The program has “a dramatic effect not just on crime, but on the kind of crime that affects the average person on a day in day out basis.”

Gelb reported the program’s other successes included relieving court

dockets, increasing offender accountability, controlling the flow of new offenders into prisons, and reserving prison space for violent criminals.

For more information, contact the Maryland Department of Public Safety and Correctional services at 410-339-5000. On the Internet, go to www.dpscs.state.md.us.

Reprinted with permission of the National Crime Prevention Council from Catalyst, December/January 2000

SAVING MONEY WHILE STOPPING CRIME

With soaring prison costs exceeding investments in higher education, the National Crime Prevention Council (NCPC) has examined the cost-benefit argument for investment in prevention. In a new, major publication, *Saving Money While Stopping Crime: A Handy Reference for Prevention Advocates*, NCPC cites that while total crime costs the nation \$450 billion a year, there are ways to cut that cost because prevention saves money.

The \$450 billion figure includes property losses, productivity losses, medical expenses, and public program costs, as well as costs associated with pain, suffering, long-term emotional trauma, disability, and risk of death. A single crime, a gun shot wound for example, could cost upward of a million dollars when tallying up medical treatment and rehabilitation for the victim in addition to the apprehension, prosecution, conviction, and incarceration of the shooter.

Crime prevention not only reduces



crime and enhances public safety, but also saves money for governments, crime victims, and everyday citizens. *Saving Money While Stopping Crime* contrasts the costs of crime with the benefits of prevention and can help crime prevention supporters and advocates make the case for prevention as a sound public policy investment. Total crime costs are considered as well as costs for specific crime categories such as gun violence, child abuse, property crime, fraud, and drug- and alcohol-related crime.

In addition to detailing crime costs, *Saving Money While Stopping Crime* provides examples of how prevention programs have saved more than they cost to implement. From early childhood education and prenatal care to delinquency prevention and training programs for prisoners, these programs save lives, as well as money.

For example, the report finds that drug-related crime costs \$60 billion to \$100 billion a year. The price tag includes criminal justice expenditures, medical and mental health care, and property damage and loss. Meanwhile, mandatory treatment programs, drug courts, and other programs are helping to curb drug use and drug-related crime and at the same time, save money. In Arizona, courts sentence drug offenders to a treatment and education program. The program aims to reduce drug abuse, increase community safety, decrease offenders' likelihood of future criminal activity, and reserve prison for violent and chronic offenders. In the program's first year, it generated net costs savings of \$25 million by diverting 551 adults from state prison.

While violent crime (murder, rape, robbery, assault, and abuse or neglect) costs victims \$44 billion annually for medical and mental health care, property damage, insurance

administration, and productivity losses, *Saving Money While Stopping Crime* illustrates how mediation offers a relatively simple and cost-effective solution. Mediation programs provide an arena for settling disputes that could escalate to violence. They vary in size and scope and take on a wide range of cases—disputes between neighborhood gangs, between landlords and tenants, between parents and children, between neighbors, and between employers and employees. An evaluation of the Durham, NC, Dispute Settlement Center found that cases handled by the center cost \$72, compared with \$186 in costs for the city, county, or state to process similar cases.

The document also summarizes a number of cost-benefit studies that have confirmed the cost-effectiveness of prevention strategies compared with alternative forms of dealing with a crime problem.

This report is designed to help you educate your community on the costs of crime, present prevention as a cost-effective alternative to reaction, contrast the costs of crime with the benefits of prevention, and persuade decision makers that prevention should be a policy priority in your community.

Saving Money While Stopping Crime (item R14) is available for \$8.95 from the NCPC Fulfillment Center, PO Box 1, 100 Church Street, Amsterdam, NY 12010. Phone 800-NCPC-911 or purchase online at <http://stores.yahoo.com/mcgruff/>.

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and the Florida Chapter:

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“A MEASURED RESPONSE TO CRIME: IACP’S CALL FOR A NATIONAL COMMISSION”

Dearborn, MI- Col. Michael D. Robinson, director of the Michigan State Police and president of the International Association of Chiefs of Police, today called on presidential candidates to support the creation of a national commission that would conduct a comprehensive review of law enforcement and the administration of justice in the United States. “We stand at a critical point in our history where the public’s trust and confidence in law enforcement and the criminal justice system are in question,” Robinson said.

“We need to do everything in our power to remove the doubt and improve the confidence in both institutions, and a national commission can take us a long way toward reaching that goal.” Robinson said that the IACP Board of Officers endorsed the commission concept during a meeting in early March that focused on public trust and confidence in law enforcement. “The IACP leadership talked about the impediments to public trust and determined that a national examination, patterned after the kind of work that was accomplished by a national commission in the mid-60’s, would bring all of the parties to the table,” Robinson said. “And the result would provide a report and recommendations that would give the nation a strategic plan for improving the criminal justice system and public confidence in it.” Robinson added that the work of the commission could take some time and should be a priority for the United States Government in the new administration. “We are, therefore turning to both leading candidates in the presidential campaigns and asking

them to support this concept,” Robinson added.

Rationale: Today in many parts of the United States, there is a serious and widening gap developing between police agencies and the communities they serve.

Concerns over highly publicized incidents of use of force, racial profiling, corruption, and instances of unethical behavior of police officers and executives have laid the groundwork for many of our citizens to believe that the problems are widespread and deeply rooted. As a result, the separation that has occurred is especially frustrating since it comes at a time when considerable emphasis has been given to programs that focus on police-community partnerships and at a time when violent crime has been reduced to its lowest level in decades. We have made remarkable strides in policing in recent years. As a nation, we have dramatically increased the strength of our numbers; done a better job of training and preparing the men and women in police service for the work they do; and, we’ve provided police officers today with more and better tools to do their jobs than perhaps ever before. The result is that crime has decreased dramatically; people really are safer than they have been in years; and, because of the effective work of police departments, our citizens thrive today in areas where they abandon hope not so long ago.

We are not so willing to accept any substandard law enforcement practices. Nonetheless, the troubling reality that the people of the United States must confront is that we are entering a time when there is an increasing concern in many areas at the once strong police-community relationship is in jeopardy. We stand at a critical point in our history - here the public’s trust and confidence is in

question. And, in truth these concerns encompass not only law enforcement but spread to all the participants in the criminal justice system—to the courts, to prosecutors along with corrections and probation officials. For all of these elements to perform in an effective manner that ensure justice and leads to orderly and peaceful communities, we must do everything we can to maintain a trusting and confident relationship with all of our citizens in every part of the country.

In July of the 1965 the president issued an executive order establishing the Commission on Law Enforcement and Administrative Justice recognizing, as he said, “the urgency of the Nation’s crime problem.” The Commission labored for a year and a half producing 200 specific recommendations involving federal, state, and local governments, civic organizations, religious institutions, business groups, and individual citizens that were intended to create a safer and more just society. It is our view at the IACP that the work of the 1967 Commission, embodied in this report, “The Challenge of Crime in a Free Society,” was indeed effective. The commission and its recommendations marked the beginning of a sea of change in our methods for dealing with crime and the public and built the framework for many of the exemplary programs that continue today.

Further, it is the IACP’s view that the time has come, once again, to create a national commission to conduct a comprehensive review of law enforcement and the administration of justice in the United States and to provide the nation with a measured response to crime. It is our hope that the commission’s recommendations would serve to ensure justice, to maintain order and peace, and to secure a trusting and confident relationship between the people of the United States and their criminal justice

system.

In this call for national review, the IACP leaves to the ultimate designers of the commission decisions about all of the logistics and administration detail that must be made. We do, however, recommend the adoption of certain principles that would serve to guide the work of the commission.

First, we believe the commission should include all of the elements of the criminal justice system in its examination.

Second, we believe the commission should be comprised of individuals from within and outside the criminal justice system and that every effort be made to include—and to hear from every stakeholder in this process—individuals with the broadest perspective on the areas selected for review and concentration.

Third, we believe the commission must be given all the resources it needs to conduct a rigorous and thorough investigation and that it be given sufficient time to conduct an exhaustive review.

Fourth, we believe that among the most significant changes in society since the release of the 1967 Commission report is the advent of technology and suggest that the threats, challenges and opportunities created by this significant phenomenon in the public safety context be part of the proposed commission's review.

And finally, fifth is our strongest possible recommendation that this examination be conducted in a non-partisan manner. We ask, therefore, that candidates for the Office of President of the United States commit themselves, at the earliest possible days of their term in office, to issuing an executive order that establishes this proposed commission.

It is our hope that a commission so structured will allow us to focus this discussion on ensuring the safety of our communities and a continued partnership with them and we look forward to working with and supporting this commission when established.

For more information on the International Association of Chiefs of Police: www.theiacp.org

A Message from Steve



Greetings One and all:

Summer of 2000 has arrived and I would like to bring your attention to the fact that two positions will be available this fall on the Executive Board of IALEP: Secretary, and Staff Vice President.

These positions will be elected at the Annual Training Conference with their terms beginning in January 1, 2001. The position of Secretary is a two-year term and is eligible for re-election to one additional two-year term. The Staff Vice President is a four year commitment moving through the four presidential offices of staff vice president, executive vice president, president and immediate past president.

To qualify as a candidate for any elected or appointed office in IALEP, you must be a member in good standing, attend at least one Annual Training Conference and submit a letter of commitment from the Chief Executive of your agency.

As members of IALEP you are already committed to the betterment of law enforcement planning. That goal however, can be furthered through your participation in the maintenance and development of the organization as an officer of the association. Serving as a member of the Executive Board is an opportunity for challenge and fulfillment.

I look forward to hearing from those of you who are up to the challenge. Please contact me at 323-887-1280 or mpdsteve@aol.com to be considered as a candidate. You may see details of the positions on the web page; otherwise, feel free to ask when you contact me.

Hope to see you in Orlando this October!

Steve Taratula
Staff Vice President

IALEP 2000 ANNUAL TRAINING CONFERENCE

Confirmed Speakers

"Bonanza or Boondoggle: Successfully Managing a Major Project" - Becky Ward, Open Software Solutions, Inc. - Florida

The theme of this program is the practical management of a project from the law enforcement point of view. This session will provide information about what you should plan for, measuring success, selecting consultants, negotiating contracts, conducting due diligence, and identifying warning signs that your project may be headed for failure and much more.

"Program Evaluations: Values, Influences and Peers (VIP Program)" - Barry Horrobin, Windsor Police - Ontario, Canada

No description available at press time.

"Long Term Human Resources Development Planning" - Chris Bala, Deputy Superintendent of Police, SATS Security Services - Singapore

The development of Human Resources in SATS, an Auxiliary Police Force which operates at Singapore Changi Airport. This presentation discusses the recruitment and selection on police personnel, customer service, quality related training, inter-team competition, and much more. This program covers the progress of a policing subsidiary and the philosophy behind these police changes.

"Photogrammetry For Investigations" - John B. O'Laughlin, Parsons and Brinckerhoff - Tempe, Arizona

John is the former Research and Development Director for the Washington State Police. He is also an "original" APRO member. Photogrammetry is the ability to create scale drawings for crimes scenes and vehicle crashes from photographs.

"Law Enforcement Architecture Planning" - TBA, McLaren & Wilson

"Electronic Interactive Regulations & Procedures Manuals" - Ruben Sorge, Constable, Vancouver Police Department - Planning & Research - Vancouver, British Columbia (Canada)

This presentation involves the maintenance, revision and development process of an electronic, interactive Regulations and Procedures Manual. This examines and clarifies the three phase process by which a manual can be updated and administered; a discussion as to the benefits of an electronic manual, and how it may be developed as an interactive operational tool. Integration of databases and a RMS (Records Management System) will also be addressed.

"Law Enforcement Misconduct & Accountability" - Richard Rivera, Vice President, International Association of Ethics Trainers - West New York, New Jersey

Richie served as a police officer with the West New York, NJ Police Department until December 1996. He was dismissed for initiating New Jersey's largest police corruption investigation with the FBI. 12 officers, including the Chief of Police were found guilty of police misconduct for various schemes that netted them more than 1 million dollars in bribes. Richie has been featured on numerous nationally broadcast news and television news magazine programs. This program will walk you through an agency needs assessment, identify

leadership and management traits, address liability issues, identify organizations stresses and give an overview of the "continuum of compromise."

"Law Enforcement Stress: It Can Be a Killer Even If No One Is Shooting" - Tom Gillan, Director, Central Florida Police Stress Unit - Orlando, FL

The Central Florida Police Stress Unit is a non-profit organization and a program under Catholic Charities. They provide a variety of Police related Stress programs covering issues of divorce, death, suicide, alcohol abuse, domestic violence and ethics.

"Policing in the 21st Century: A Strategic Approach" - Harry C. Lorenzo, Jr. Ph.D., Institute of Strategic and International Studies - Quezon City, Philippines

This unique perspective has been presented in the United Kingdom, Philippines and other countries by Harry Lorenzo, Ph.D., President of the Institute of Strategic and International Studies in Quezon City. Harry and two associates (Dr. Ernesto Gimenez - President of the Philippines Public Safety College and Atty. Archimedes R. Piga) will offer a unique perspective on Strategic Planning, discussing globalization, transitional crimes, strategic alliances and the Role of Education and training in Strategic Planning.

"Civilianization: An Untapped Resource" - Len Golden Price, Director Administrative Services, El Paso Police Department - El Paso, Texas

Ms. Price has been with the city of El Paso for eleven years and has served the police department for over six years, five of which were as director of Planning. She will discuss what is

Civilianization, and how it has worked within the El Paso Police Department. Advantages, disadvantages, use of resources, job analysis, COPS MORE Grants, training, personnel concerns and much more will be addressed. Overcoming the stumbling block to Civilianization and the use of team work, and mentoring is a primary focus.

"Public and Private Partnerships" - Carol Asher, Asher & Kullman, Marketing Consultants - New Orleans, Louisiana

Carol Asher has over twenty years of experience in developing and implementing strategies to obtain funding from private and corporate foundations and individuals. Her client list includes the city of San Diego, the New Orleans Police Foundation, Super Bowl XXXI and many more. Carol will facilitate interesting discussions on how the New Orleans Police Foundation created a unique Public and Private Partnership that turned crime around and made their city safer.

"Holistic National Anti Crime Strategy" - Miguel G. Coronel, National Police Director, Philippine National Police Force - Quezon City, Philippines

Miguel Coronel, Ph.D., is the Director of Police for the Philippine National Police. He will offer holistic strategies to crime fighting. Which involve the discovery of the Anti-crime machinery and legal parameters, diagnosing crime problems, looking at national crime strategies, and broad force implications.

"Rock and Roll into Creative Funding Strategies" - Mystery Presenter - Jacksonville, Florida

This mystery presenter will offer a interesting twist to funding special

programs like Explorers, Junior Officer programs, citizen academies and other non-funded agency special projects. His creative thoughts on ways to make ends meet are worth listening to.

"Client Service and Policing - the way of the future" - Owen Hertz, Queensland Police Service - Queensland, Australia

For many years it has been recognized within the public sector that attending to the needs and desires of the customer can have a significant positive impact on profitability and longevity of the organization. But does this concept have any application for government organizations, and specifically for law enforcement agencies.

This presentation will look at how the Queensland Police Service (a State Police Service in Australia, with over 10,000 sworn and non sworn employees) is going about developing Client Service Standards and a Client Service Charter. It will examine the theoretical basis for police agencies to focus more on their clients needs, and give practical examples of how this can be done. It will also identify instances where a failure to do this has resulted in undesirable results for the police.

"Finance Case Study: The New Zealand Safety Administration Plan (SAP)" - Garth den Heyer, New Zealand Police Service

Garth has been a police officer for twenty years. In 1992, he was assigned to the Corporate Planning Unit at National Headquarters, and in 1999 was assigned to the position of Planning & Operational Standards within the Operations Group at the Office of the Commissioner of Police. He is a Masters graduate from the London School of Economics. Garth will talk about the Safety Administration Plan (SAP) and how it fits into the New Zealand fiscal environment, provide an overview of its history and discuss new projects arising from the SAP.

"Barrier to Effective Organizational Change" - John Schafer, Michigan State University

No description available at press time.

"Safer Cities - The case Study of Johannesburg" - Hillow Maeko, Public Safety and Emergency Services, Johannesburg, South Africa

Johannesburg was once given the appellation of being the Crime Capital City of the world and they have managed to turn that around in a very short period of time. This is the African perspective being shared on how crime prevention, poverty, cultural diversity and strategic planning all played a part.

Also Planned:

New Orleans Police Foundation

Florida's Criminal Justice Information Technology

and many other topics!

IALEP 2000 CONFERENCE INFO

HOTEL INFORMATION

Rosen Plaza (formerly Clarion Plaza)
9700 International Drive
Orlando, Florida 32819
(407)996-9700 or 1-800-627-8258

Since Orlando hotels fill up quickly, you might want to make your reservations as early as possible. The deadline for making reservations at the Rosen Plaza's special IALEP 2000 conference rate is 9/9/00.

Our host hotel is the Rosen Plaza, which is within a short driving distance of every major Central Florida attraction - Walt Disney World, Sea World, Universal Studios, Wet-n-Wild, and Church Street Station, among many others. The hotel is also across the street from Pointe Orlando, an impressive shopping and dining complex which is home to both the IMAX Theater and F.A.O. Schwartz.

The daily room rate will be \$125 plus 12% tax. When you make your reservation, please be sure to mention that you are with the International Association of Law Enforcement Planners conference.

CONFERENCE SCHEDULE

The IALEP 2000 Conference Committee is currently in the process of setting up the speaking session schedule. At this time, we have confirmed speakers from the Philippines, Australia, Singapore, Canada and the U.S.A.

Monday, Oct. 9: Opening Ceremonies at 8:30, Presentations till 9:45 till 5:00, Dinner Excursion 6:00

Tuesday, Oct. 10: Presentations 9:00 till 4:30

Wednesday, Oct. 11: Presentations 9:00 till 11:30, Excursion 12:30 till 9:30

Thursday, Oct. 12: Presentations 9:00 till 5:00, Banquet 6:00

Friday, Oct. 13: Presentations 9:00 till 11:30
Florida Chapter Annual General Membership Meeting 1:00

PLANNED ACTIVITIES

Excursions being planned include a first night buffet dinner at Lulu's Bait Shack (a popular local cajun-themed restaurant), a tour of the Kennedy Space Center and authentic Florida cattle ranch, and a golf outing in addition to the traditional conference banquet and patch/pin trade. Partners and family members are more than welcome to these events.

FOR MORE INFORMATION...

Check out our web site at: <http://www.colliersheriff.org/ialep>

You may also contact one of the following Conference Committee Members:
Lt. Tom Smith, Collier County Sheriff's Office, (941) 793-9184 or e-mail: planner@colliersheriff.org
Kaye Ersch, Orange County Sheriff's Office, (407) 251-2412 or e-mail: kaye.ersch@ocfl.net
Linda White, Orange County Sheriff's Office, (407) 858-4796 or e-mail: linda.white@ocfl.net

This information will be updated as plans are confirmed.

A confirmation letter and attraction discount ticket order form will be sent to you once this registration form is received.

CONFERENCE REGISTRATION FORM

IALEP 2000

Launching into the 21st Century

Orlando, Florida

October 8-13, 2000



Name & Rank/Title (for ID badge)		
Agency		
Mailing Address		
Phone/Fax #	Phone:	Fax:
E-Mail Address		

Registration Fees (In U.S. Dollars)	IALEP Members	Non-Members <small>(includes membership)</small>	+ Chapter Membership <small>(optional)</small>	= TOTAL
Early Registration <small>(Registration postmarked before August 1, 2000)</small>	\$325	\$355	+ \$ _____	= \$ _____
Regular Registration <small>(Registration postmarked August 1 to September 1, 2000)</small>	\$350	\$380	+ \$ _____	= \$ _____
Late Registration <small>(Registration postmarked after September 1, 2000 or at the door)</small>	\$375	\$405	+ \$ _____	= \$ _____
One Day Registration <small>(Does not include excursions, luncheons or banquet) <small>One day registrants are encouraged to visit our website at www.colliersheriff.org/ialep for full conference schedule.</small></small>	\$75 per day	Date(s) of Attendance:		= \$ _____

Partner and Children's Registration

Partner Name(s):

Children's Name(s):

NOTE: Excursion and meal tickets for partners and children will be sold at the door during the first day of the IALEP 2000 Conference.

First time attendees are invited to the New Member Luncheon on the first day of the conference. Please check one:

- I will attend luncheon. I will not attend luncheon.

MAIL THIS FORM TO:

IALEP 2000 c/o Linda White, Orange County Sheriff's Office,
Research and Development Section, P.O. Box 1440, Orlando,
Florida, 32802-1440

TOTAL FEES DUE

(Payable to: 2000 IALEP Conference)

IALEP IRS ID #: FEID 43 - 1569519

REGISTRATION QUESTIONS?

Contact Kaye Ersch at (407) 251-2412 or e-mail at kaye.ersch@ocfl.net



IALEP Exchange
c/o Lisa Hopkins
Florida Department of Law Enforcement
Post Office Box 1489
Tallahassee, Florida 32302

Bulk Rate
U.S. Postage Paid
Tallahassee, FL
Permit No. 883

Spring / Summer 2000

- A Student's Perspective on the IALEP Inaugural Planners Course
- Chapter News
- The Long Arm of the Law - Keeping Tabs on Pretrial and Paroled Offenders with Global Positioning System Satellites
- Managing the Pressure: The RFP Process in Law Enforcement Acquisitions
- Exit Robocop, Enter Cyber Judge
- Calling All Cars - Departments Find Wireless Liberates Officers from Their Desks
- Attorney General Envisions Crime-Fighting Collaboration
- NIDA Launches Initiative to Combat Club Drugs Developing Successful Drug Abuse Prevention Programs
- New Strategies Necessary for Net Crimes
- Privatization: A Solution or an Oversell? - A Book Review
- Breaking the Cycle of Drug Use and Crime
- Saving Money While Stopping Crime
- A Measured Response to Crime: IACP's Call for a National Commission
- 2000 IALEP Annual Conference Information and Registration**