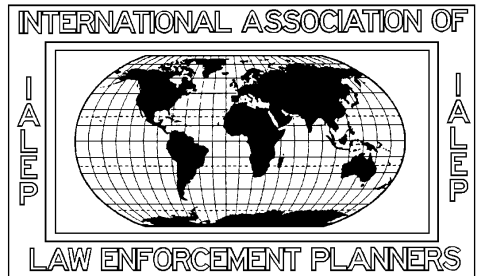


## INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS



### LAND USE PLANNING IMPLICATIONS AS THEY RELATE TO SAFETY AND SECURITY

by: Barry Horrobin, M.A., ALEP, AMCT

#### LIQUOR LICENCE APPLICATION

The Junction (1200 University Avenue West) - File # 6823

#### BACKGROUND

The liquor licence application for the property situated at 1200 University Avenue West presents some very real challenges to establishing good land use planning for the area. The primary reason for this is that it is a widely held, if not universally accepted principle, that low density residential development and licensed establishments are not compatible uses. The problem becomes more pronounced the closer these two types of land uses are to each other. Therefore, every attempt should be made to discourage adjacency of these uses to prevent long term neighbourhood problems brought on by the incompatibility. In the case of this application, the venue for the proposed liquor licence immediately abuts a long established low density residential neighbourhood. This presents a number of concerns about the impact of the impending activity (tavern) on the immediate area, if approved, as it pertains to safety and security issues.

#### SITE IMPACT ASSESSMENT

To offer some explanation as to the probable impact the proposed use (licensed establishment) is likely to have on the neighbourhood in terms of activity requiring police intervention, a comparative analysis has been performed. The following table illustrates a comparison of other taverns that abut residential areas.

**Table 1: POLICING HISTORIES AT SELECT WINDSOR LICENSED ESTABLISHMENTS THAT ABUT RESIDENTIAL NEIGHBOURHOODS**

Name of Tavern	Licensed Capacity	Police Calls 31 May 1999 to 01 Jun 2000	Annual Number of Police calls /100 occupants
Diamonds Lounge	140	47	33.57
Charly's Tavern	317	41	12.93
Boomer's Border Bar	155	25	16.13
L'1 Memphis Cabaret	349	35	10.03
J. C. Moons	732	54	7.38
Faces on College	397	21	5.29
Big Dick's	71	32	45.07
Bentley's Roadhouse	328	89	27.13
Lanny's Pub	329	21	6.38
Whiskey Jack's	145	13	8.97
Cookamunga's	555	71	12.79
<b>AVERAGE</b>	<b>319.82</b>	<b>40.82</b>	<b>16.88</b>

From the table, one can clearly see that a wide range of police call loads are experienced, regardless of where in the city the licensed establishment exists. Generally speaking, the higher the licensed capacity, the greater the number of calls requiring police service or response. The rate of calls per 100 licensed occupant varies however from a low of 6.38 to a high of 45.07. The two establishments with the highest ratio of calls per 100 occupants have relatively small capacities. This illustrates the volatile nature that such venues can have in terms of police generated activity.

Interestingly but not a surprise, the present use of the land (a children's play centre) generated just 5 police calls over the same one year period. This reflects the compatibility of the use compared to a tavern which is more active, intensive, and volatile on an abutting neighbourhood.

## **SAFETY AND SECURITY PROBLEMS WITH THE PROPOSED SITE**

The proposed location for the requested liquor licence has some distinct problems when it comes to safety and security.

First and foremost is the proposed capacity. If the capacity is very high, this is almost certain to generate a large quantity of new police calls into the area, a marked change to what is experienced now. A land use change of this magnitude will alter the character of such a quiet, low density neighbourhood. Even if the capacity is reasonably low, it is very likely the tavern operation will still have a significant impact, as evidenced in the table of comparative facilities in similar land use situations.

Parking is another factor worth mentioning here. While the supply of parking space may be technically satisfied by a building area ratio calculation, the fact of the matter is that many patrons do not car pool to these establishments. It would not be an unlikely scenario to see demand outstrip supply on busy nights, resulting in the likely potential for patrons to then park nearby within the surrounding neighbourhood. This sets up a very undesirable situation with rowdy patrons causing disturbances for local residents. The problem already exists in other areas of the city and would certainly be possible here under the circumstances described.

The site exhibits very poor visibility and natural surveillance characteristics. Its long, narrow configuration offers only obstructed sight lines into it from University Avenue. The placement of the building significantly blocks the view into the large parking lot extending to the rear of the property. This is very undesirable for general police patrol activities and for response to incidents.

The only form of land buffering between the property and the residences on Elm Street is an alley that is accessible to vehicles

and pedestrians. This offers no protection from noise and is a feature that could facilitate "spill over" from the bar into the neighbourhood. The west side of the property abuts a railway cut which is being transformed into a linear park. Once the park is developed, the tavern's adjacency becomes another potential policing problem because of its direct accessibility off the secluded parking lot.

The road geometry of University Avenue West at this location presents yet another safety concern. The road has a distinct rise in it to go over the rail cut immediately west of the access into the site. This impairs visibility of drivers, particularly those making a left hand turn out of the property. The reduced length of driver sight line also reduces driver response time to stop. With such a busy intensification proposed for the use of the site, this creates a situation whereby traffic in the immediate area will increase and so therefore is the probability of accidents. The problem is further compounded by the site's vehicular access which is narrow and awkward. All in all, the overall level of traffic safety in and around the site is likely to be reduced considerably. A less intensive use of the site would reduce this comprehensive safety risk.

## **LINKAGE TO CITY OF WINDSOR OFFICIAL PLAN**

Worth noting is that the proposed development goes against the principles of the newly revised City of Windsor Official Plan. For example, section 8.7.2.1(a) essentially states that development should be complimentary to adjacent development in terms of overall massing, orientation, and setback. This is clearly not the case here. Similar comments are made regarding infilling.

Sections 3.3.1.3 and 3.3.1.4 emphasize the need to maintain and respect existing neighbourhood character where such character is firmly established. The neighbourhood in and around the subject property is most definitely an established community.

The plan offers numerous other references to support the need for good planning when changes within a neighbourhood are contemplated. The above noted examples are provided to illustrate the plan's intent in this regard.

The proposed use is much better suited for a designated commercial/entertainment area of the city rather than amidst a long established residential neighbourhood.

**SUMMARY**

Proper planning principles need to be followed when considering an application such as this one. Under no circumstances should the quality of life for local residents ever be compromised when land use changes occur. Residents have a right to expect a reasonable quality of life within their own neighbourhood. The proposed tavern at this location severely reduces the likelihood of this expectation.

Permitting such a use in this area would be completely contrary to logical planning principles pure and simple. The nature and scale of the development proposed is completely out of character for this neighbourhood and should therefore not be permitted.

**ACQUISITION OF NEW TECHNOLOGY: A BEST PRACTICES GUIDE**

by

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**WHAT IS NEW TECHNOLOGY?**

In the context of this article, the term *technology* is used in a very general sense and can include anything from new computers, a management information system (MIS), to sophisticated software for data analysis. Technology is used generally because it is understood

that smaller police agencies will have a variety of needs and uses for technology. The focus of this work is to guide the local chief through the planning and acquisition for any new technology. As a plan develops, it is important to factor in any departmental changes resulting from the implementation of any new technology. A department could experience adjustments to personnel, budget, cooperative agreements, information sharing, etc. as a result of acquiring new technology.

**HOW TO USE THIS GUIDE:**

The following three sections of the guide are designed to be followed sequentially. In this way, the local chief can proceed through the steps, or use them as a reference guide, when considering the acquisition of any new technology. The steps are all essential, however the information is general enough to apply to the purchase of many types of technology.

There are three steps to successful acquisition of new technology – an Acquisition Plan, the Acquisition and Delivery of the Technology, and Implementation and Training. This information is divided into three distinct sections all of which include planning and action steps. In the following section the essential components of the three steps are outlined. Later, the three steps are discussed in detail.

The three steps to successful acquisition of new technology:

Step One: The Acquisition Plan

Step Two: Acquisition and Delivery

Step Three: Implementation and Training

**STEP ONE: THE ACQUISITION PLAN**

The goal of the Acquisition Plan is to assist smaller police departments to successfully plan and develop their own technology acquisitions. This guide is intended to help the local chief avoid the pit falls leading to project failure. This plan includes both research and action steps.

**Research Steps:**

- Develop a Planning Committee
- Review Compliance Guidelines
- Develop a Project Budget
- Account for Possible Change

**Action Steps:**

- Choose a Spokesperson
- Develop a Mission Statement
- Set the Project Goals and Objectives
- Develop a Project Timeline with Milestones
- Complete a Risk Assessment
- Gain Staff Consensus

**STEP TWO: ACQUISITION & DELIVERY**

The goal of acquisition is to purchase the desired technology. Before purchase, the project team must determine vendor selection criteria, develop an RFP, select a vendor, and finally purchase the equipment. The next steps are to determine the cost of product installation, upgrades or additions.

**Research Steps:**

- Determine Vendor Selection Criteria
- Develop a Request for Proposals (RFP)

**Action Steps:**

- Develop a Delivery Schedule
- Select a Vendor
- Develop a Contract Penalty Clause
- Negotiate a Sum for Upgrades
- Consider Product Additions
- Consider Equipment Substitution
- Purchase the Technology

## STEP THREE: IMPLEMENTATION AND TRAINING

The goal of implementation and training is to install and test the technology, then prepare and train staff to successfully utilize the technology in their everyday business practice. An essential step in this process is to ensure that the agency is protected from any equipment defects.

### Research Steps:

Develop Infrastructure Support  
Develop an Acceptance Test Plan  
(performance check)  
Develop Staff Training Schedule

### Action Steps:

Write Warranty & Maintenance  
Agreement  
Install the Equipment (Delivery and  
Set up )  
Train Staff

## STEP ONE: THE ACQUISITION PLAN

“No one starts out to make a mistake.”  
*Chief David Kurz, Durham, New Hampshire.*

Facts:

Only 16% of all systems development projects are completed on time and on budget.

More than 40% of new technology development projects are abandoned before implementation. (The Standish Group, 1999)

Questions the Acquisition Plan is Intended to Answer:

Why do you want to purchase this technology?

What will be purchased?

Who will use the technology?

Where will it be used?

How will it be used?

When will it be implemented?

Elements of a Successful Acquisition Plan:

An Acquisition plan is a map and project guide. It is also a tool to evaluate project milestones and successes and a concise way to inform others about project goals and objectives. Essential elements are divided into research and action steps.

### RESEARCH STEPS:

#### Research Step One: Develop A Planning Committee

This group is usually selected by the chief and will assist in the planning, design, sales, and implementation of the plan. Divide the committee into work groups according to individual skill and interest. The committee will produce the bulk of the research and action steps needed to complete the acquisition. Consider these factors as you choose your committee:

3-5 is an optimal number depending on agency needs. Limit the group to 15 members.

Include a membership from various backgrounds/fields. A broad perspective is always helpful.

Always include the staff or officers who will be using the new technology. This encourages buy-in from staff and provides a valuable perspective on use and training issues.

Include university professors or graduate students with technology expertise.

Include community business professionals who may have

technology expertise or interest.

Include a Selectman/Council member on the committee who can provide political support.

Choose a spokesperson or project coordinator who can best describe and sell the project. (Necessary qualities: well-spoken, determined, credible, enthusiastic, consensus-builder. This person could be a Chief, project coordinator, or another individual.)

#### Research Step Two: Review Compliance Guidelines

Any new technology acquisition must be checked against national and state guidelines. The National Institute of Standards and Technology (NIST) set the guidelines. Check [www.nist.gov/public\\_affairs](http://www.nist.gov/public_affairs) for guidelines applicable in your state. Check what local agencies may have recently purchased. If you are interested in compatibility, make sure all the systems or equipment you purchase is compatible with local, county and state guidelines.

#### Research Step Three: Develop A Project Budget

Each department and municipal budget process is unique. However, there are some recommendations which apply to all jurisdictions. If you are planning to purchase new equipment or technology, include the following suggestions to your budget or acquisition planning process.

Plan for the technology upgrade or purchase 1-3 years in advance, if possible.

Include technology estimates in the budget projections you submit to your municipal governing body each year prior to the purchase. This will alert the governing body to the concept of a large, new purchase on

the horizon.

Research any local or State departments that have purchased the same or similar technology within the past year. Interview planners and users of this technology. Make a site visit if you can. Take members of the Planning Committee with you.

Research all recent State and Federal purchases to see if you can utilize the same contract and same vendor. This will allow you to purchase the same equipment/technology at the State or Federal contract price. This will save both time and money.

**The Role of a Budget Subcommittee:**

Establish a budget subcommittee within the Planning Committee made up of members who will develop a project budget. Make sure these individuals are familiar with the process of budget development, contracts, and/or procurement. It is important to have legal representation on the committee. An attorney with a background in contract law would be helpful.

It is difficult to project a budget for technology or equipment never before purchased. All the more reason to pay close attention to installation and training costs in the budget (Section Three: Acquisition). Review this entire guide before completing the budget. Research local, State, and Federal agencies that have recently purchased similar equipment. Any equipment contract purchased by public dollars is open to public review. The most reliable way to develop a realistic budget is to research other departments that have recently purchased similar equipment. Complete a site visit, discuss the budget with them and bring budget subcommittee members.

**Budget Questions to Ask During a**

**Site Visit:**

- How close to actual cost was your projected budget?
- Are there costs that you forgot to add to the budget?
- Will you review our budget and give us input?
- Do you know if this equipment (technology) will undergo changes soon?
- Did the vendor you used stay within the budget?
- Would you recommend this vendor?
- Do you know of any local or State departments intending to purchase this equipment?

*Tip: Equipment can be purchased at State or Federal contract prices. Do the research to find if the same or similar equipment has been purchased recently or is scheduled to be purchased.*

**Lease versus Purchase Option:**

Advantage of the lease agreement: Technology is changing at such a rapid rate that vendors are producing better and faster products each year. A lease option could save money in the long run if the jurisdiction is able to anticipate rapid product changes.

**ACTIONSTEPS:**

**Action Step One: Choose A Spokesperson**

This step is essential and pivotal. Each project needs a spokesperson, usually the Chief. This person’s responsibility is to inform the agency and the community and sell the project’s goals and objectives to community and political leaders. Consider the following when making a selection:

- Include the spokesperson on the Planning Committee. They need to be involved and informed.
- Select someone who is politically linked but not politically at risk by advocating for the project. Political support is essential to project success.
- Select someone (if not the chief), who is familiar with police activities, philosophy, and needs. Often questions about the project can be strategically linked to previous projects, department successes, and new linkages. This spokesperson must include that information in any attempt to promote a persuasive argument for this project to an audience with little frame of reference.

**Action Step Two: Develop A Mission Statement**

The purpose of this statement is to accomplish the following:

1. Define the project goal

2. Set the project direction
3. Define the project purpose
4. Promote the project plan and structure

This short, descriptive statement briefly describes the project goal. It is used in media coverage, for public relations and to build staff consensus. It is important that the statement is linked to the values and philosophy of the local police department and the citizens it serves. Public safety, cost-benefit analysis, or public trust are all persuasive issues to include with the following:

Link the statement to local police department philosophy, goals, and accomplishments.

Speak to future plans only when those plans have been discussed and accepted by the community governing body and can be linked directly to this acquisition. Avoid introducing any new issues not directly connected to this project when writing the mission statement.

Make the statement short, descriptive and compelling by using action words – produce, provide, develop, ensure, promote.

### Action Step Three: Set The Project Goal And Objectives

The project goal is directly related to the mission statement. Essentially, the goal will be to complete the successful planning and implementation of the new technology you plan to purchase. Project objectives are the steps that must be taken in order to reach the project goal. Consider the following suggestions:

Work across organizational boundaries to promote sharing of data where appropriate. (Many projects are funded because they link to or collaborate with other

systems.)

Inform agency personnel and the community of the need for and benefit of an equipment change.

Improve current work procedures to maximize the use of the new technology.

Study the current system for strengths and weaknesses. From that study, make defensible recommendations for the new technology.

Maintain a responsive relationship to those served by the new technology—the local community, neighboring communities.

Clearly define the technology terms and the police jargon so that the new technology- its application- its application to and how it will enhance the current system – is understood.

### Action Step Four: Develop A Project Timeline That Includes Milestones

This step enables the Chief, Acquisition Planning Committee, and the community to mark the project's progress and completion of objectives.

This is a good way to sustain interest in the project over time. With each successive achievement will come an opportunity to build support and consensus for the project. Consider the following recommendations:

Forecast a project timeline and milestones that are flexible and achievable.

Celebrate each milestone reached. Remember to invite and thank the following:

Planning Committee Members  
Key Political People, Especially Allies  
Staff Members  
The Media  
Vendor Representatives  
State or Local Criminal Justice Organizations

### Action Step Five: Complete A Risk Assessment

A thorough assessment will provide you with the information and documentation to move forward on your acquisition. It will advise you as to what you need, can afford, and what you can get approved by the local political review process. This risk assessment includes a State & Federal guidelines search, a compatibility study with other local or county departments, and a determination of and recommendation for equipment you need. You'll want to know what technology is best suited for your agency,

Some sample questions for local departments:

What type of technology is currently in use?

How is the product working? Has it met expectations?

What is the name of the vendor used? Name of vendors that were rejected, and why?

Who is the contact person for the vendor?

Who is the contact person for the police department?

Can you arrange for a site visit to see the product application in real situations?

Is the product compatible with other technologies (new or old)?

Does the product satisfy State Public Safety Department guidelines?

Does the department contemplate change of this or other technology? (If so, can you piggyback their project and purchase at State prices?)

what will be compatible with other regional or state departments, and what you can successfully negotiate through the local political process. First you must determine what technology is currently in use or planned to be used in your county and state. Suggested steps to proceed:

Develop a list of questions that will ascertain the types of technology in use, the vendor name and/or contact person.

Ask for an honest assessment by that department of the product and its performance.

Ask if your group can view the technology in field/actual use.

Ask about the vendors they rejected and why.

Contact your State Public Safety Department to find if they are contemplating a technology change in the near future. (If they are you may be able to piggy-back on their project at State prices).

Contact other information resources outside local and state sources:

The Internet: This source may provide a quick method of searching but requires follow-up and meetings with potential vendors. Potential sources on the Internet include:

The IACP: The International Association of Chiefs of Police has several Websites that contain information for assistance. The Website locations are: <http://www.theiacp.org> and/or [www.iacpnet.com](http://www.iacpnet.com), [www.IACPtechnology.org](http://www.IACPtechnology.org)

IACP Technology Clearinghouse: [www.IACPtechnology.org](http://www.IACPtechnology.org) provides technical assistance and resources

which include program summaries, reference articles, and grant opportunities. Contact either Tom Robey or Matt Snyder at 800-THE IACP.

IACP Law Enforcement Information Management Section: This group is comprised of over 300 law enforcement technologists from agencies of all sizes. This group produces technology resource materials and conducts an annual law enforcement technology training conference. The next conference will be held May 21-25 in Plano, Texas. See [www.IACPtechnology.org/LEIM/2001LEIM.htm](http://www.IACPtechnology.org/LEIM/2001LEIM.htm).

Snyderm@theiacp.org : The IACP makes available all of its technology assets and activities to the law enforcement community. Contact Matt Snyder to participate in the various technology committees and sections of the Association.

NLECTC: Law Enforcement & Corrections Technology News Summary: A comprehensive and free list service published weekly and sent electronically to the subscriber via e-mail. NLECTC summarizes technology news articles from many different sources and provides a synopsis for the reader. To subscribe to JUSTNETNews mailing, send the command "subscribe JUSTNETNews first name last name" to the address, [listproc@nlectc.org](mailto:listproc@nlectc.org). If you need assistance, contact [dengler@nlectc.org](mailto:dengler@nlectc.org) or call NLECTC at 1-800-248-2742.

#### **Action Step Six: Gain Staff Consensus**

Staff at all levels will need to support the plan and be able to implement the new acquisition successfully and on time. One way to ensure cooperation is to include staff representatives on either your acquisition planning committee or as a separate ad hoc advisory group. An effective training schedule is essential if staff are to be trained and informed. Consider these recommendations:

Include staff on committees that represent administrative, line, and support positions. You will need each group to successfully implement the technology. The sooner you engage staff support, the easier it will be to incorporate the new technology into standard business process.

Gain staff input as the product (technology) is being developed or researched. Many projects have failed to introduce staff to the new project until it was delivered only to find the implementation process seriously undermined.

#### **STEPTWO: ACQUISITION & DELIVERY**

The goal of acquisition and delivery is to purchase and receive the desired technology. Before purchase, the project team must determine vendor selection criteria, select a vendor, write an RFP, and finally purchase the equipment. The next steps are to determine the cost of product installation, upgrades, or additions after the purchase. Research steps are important to the RFP guidelines for product and vendor selection.

#### **RESEARCHSTEPS:**

##### **Research Step One: Determine a Vendor Selection Criteria**

Vendor selection criteria is vital to the project strategic plan. The goal of this step is to be able to clearly and fairly evaluate all vendors responding to the RFP. An

effective way to develop vendor selection criteria is to contact other police departments or other agencies that have recently bought any technology. You can get some valuable suggestions from agencies that have successfully or unsuccessfully dealt with vendors, even if the purchase was not new technology. Learning what not to do is often as valuable as learning what strategies are effective.

Some important suggestions for deciding vendor selection are:

Include specific equipment specifications in the RFP that will weed out any vendor not able to deliver.

Once a number of vendors have applied, research any referrals they may have included in their organizational descriptions. Call any companies that have done business with them and ask them:

Were you satisfied with the product and service of this vendor?

Would you use them again if you could? If not, why not?

Did the vendor adhere to the budget or not. If not, why?

Was the installation process on schedule?

Did the product work according to expectations?

Was there appropriate technical support for operation and training?

Ask to see the contract. Check for essential items such as warranty, delivery schedule, payment schedule, and penalty clause. (These issues are discussed later in this section.)

Visit any site the vendor has referred you to. See if the equipment actually works. Ask some hard questions about the reliability, service, and support functions of the company.

Do a financial review of all companies responding to the RFP. Don't take anyone's word on how financially sound the companies are. Judge them all equally.

Once the selection criteria are determined, develop forms that documents scoring. You may need proof of evaluation if a company appeals the award.

Include an interview with each company that requires referrals of agencies the company has recently worked with.

Make the award based on total score, not just dollar bid alone. The lowest bid may not be the best bid. Specify award criteria in the RFP. Vendors unable to deliver will often not apply.

The essential point is to do as much research as possible prior to selection.

### **Research Step Two: Develop a Request For Proposals (RFP).**

An RFP is written after the strategic plan is complete and after the research has provided you with several possible vendors for the new technology you have chosen to purchase. Check the financial background of each vendor.

Caution: Do not use the words "the same as" when describing the equipment in the RFP. You may be forced to accept equipment that a vendor claims is the same, even if it clearly is not the same. RFP language must be direct and specific.

An RFP will include:

Your department's requirements of the product

Exact product specifications (not "or the same as")

A standard for assessing bids from vendors (vendor selection criteria).

Contract guidelines and expectations regarding delivery, warrantee, penalty clause, Y2K compliance, installation guidelines, test plan.

The local purchasing department of your municipality, a local attorney, or a sample RFP from a neighboring department may provide you with the needed legal language to include in the contract. The local library often carries the National Register which is a government publication of RFP's which will have good examples. Prior to publication, make sure to get several RFP reviewers who can give you honest input on content and form. This step is essential. Include several Planning Committee members on the committee to write and review the RFP. The IACP is also developing a Best Practices Guide on Grant Writing which may be helpful.

### **Research Step Three: Select a Vendor**

This step requires research much like what was suggested in Research Step One. Make sure you have the selection subcommittee present their vendor evaluations and recommendations to the Planning Committee. Ask probing, specific questions about the product, services, and/or scoring of these choices. Be prepared to reopen the bidding process if the subcommittee is unsure about which vendor to select. A choice should be based upon total score. The winning vendor should not be selected upon the dollar bid alone and make certain that the RFP states that.



## Vendor Selection:

Selection of a vendor is a pivotal step in the acquisition of new technology. It is not uncommon for law enforcement executives to be intimidated by the terminology or the selection process. In an effort to simplify this process, consider it not unlike buying an automobile. There are similar steps to take in each decision. Consider the following:

**1. Vendors as Manufacturers:** There will be multiple manufacturers, all of whom will be vying for your dollar. Each vendor will try to sell you on their models. Consider these checkpoints:

**Performance.** Vendors often say their product performs the same when, in fact, it performs only similarly. One product may vary considerably from others.

**Extras.** Determine what is considered standard features of the new technology and what is considered extras. If the extras are costly and your department requires those features, the cost will be significantly higher.

**Resale Value.** Vendor companies have a past and a future in much the same way Ford and Chevrolet do. Many people have favorites based upon familiarity and name recognition. Do a background check on the reliability of the company with regard to parts, service, reputation, and follow-through.

**Test Drive.** Find out how the product operates in the real world by viewing the product in operation. Interview the purchaser, the operator, and the chief of the department that utilizes the equipment you are considering.

**Location.** Is there a vendor located

near you in the event you require repairs to the new equipment? If the vendor is not located near you, determine what the repair cost will be and if your department may be charged for their travel expenses or for postage if shipping is required.

**Parts and Service.** Each vendor will have a customer service reputation. When you interview departments or companies that have purchased this equipment before you, ask them specifically about the reliability of the vendor's parts and service contract. Did they perform as contracted, or not? When repairs were needed did the vendor provide replacement items or "loaners" in place of the equipment you purchased that is now in "the shop." Were repairs completed in a timely fashion and was the charge the same as the estimate?

**Garage.** Consider the infrastructure needed to support any purchase of new technology the same way you think about the garage in which you park your car. *Is there room? Will it fit? Do you need to clear out old equipment in order to make room for the new? Does the garage door opener work? Can you reach the new equipment easily?*

Planning and research provided by the Acquisition Plan provides the basis for developing a vendor contract that will enable accurate and timely acquisition and delivery of the purchase.

### ACTIONSTEPS:

#### Action Step One: Develop a Delivery Schedule.

The delivery schedule is developed between you, the planning committee and the vendor. It should include:

A Delivery Start Date

Implementation Milestones (accomplishments throughout the contract)

An End Date for Product Delivery

Quality Assurance Testing by the vendor prior to shipment

Installation procedure and dates

Product field testing and final acceptance procedures

#### Action Step Two: Develop a Contract Penalty Clause

Financial penalties may be included in the contract for late delivery of the product, for damaged goods, or for services not received.

*Tip: It is wise to include a sum to be assessed per day for late delivery of the product.*

Usually this sum is developed using a percentage of the contract total spread over a specific amount of time. Use figures comparable to other local contract fees. This strategy holds vendors accountable to the contract timeline. It is common to have vendors run concurrent projects. So avoid costly delays by using the penalty

clause to your advantage.

### **Action Step Three: Negotiate a Price for Technology Upgrades**

Product upgrades, due to obsolescence, are usually not included in a contract price because they have not yet been developed. Plan on upgrades if you plan to use the same vendor. Vendor competition has created an arena for new products designed to beat the competition. Police departments can benefit from this competition if a replacement price is negotiated in the product contract. A rule of thumb: upgrades are often charged at 12% of total cost.

*Tip: Negotiating obsolescence may require additional funding to be paid to the vendor over several years. Plan ahead for this eventuality by negotiating a replacement price if possible. (It is a risk to the purchaser that is based upon the vendor's financial future and growth.)*

### **Action Step Four: Consider Contract Additions Due to Increased/Decreased Product Function.**

It is normal to have additions to contracts after final acceptance. As the user gains a better understanding of the product capabilities, enhancements may become evident. Enhancements may include faster response time, speed of information retrieval, or linkage to nearby area systems. Product functioning may be enhanced or reduced by changes in the law or community initiatives. Additions to the contract occur when equipment functions increase or decrease unexpectedly.

*Tip: An additional contract, or an addendum to the original contract, may be needed if product liability law changes or product enhancement/reduction of functionality occurs. Include funds in the budget for unforeseen product*

*changes. (Look in other contracts for an amount.)*

### **Action Step Five: Reserve the Right to Accept or Reject all Substitution of Equipment Without Additional Cost to the Vendor**

It is commonplace to have substitution of equipment occur between the signing of a contract and the delivery of the product. Technology changes so quickly that components may become obsolete between the time a contract is signed and a product is delivered.

*Tip: Include a title clause to guarantee that the title of the product passes to the police department or local governing body when payment in full is received by the vendor.*

Contract clauses may protect your acquisition, but pitfalls may befall you throughout the project. Be wary of salespeople who promise that their product can meet or exceed your expectations/needs. The promise from the salesperson may be more influenced by a product commission than by actual fact. Once a sale is made, a salesperson may be replaced by a project manager never to be seen again. Ask the vendor if you will receive a project manager after the sale. If so, insist that this individual is included in all project negotiation.

A project manager does the following:

- a) Monitors the contract and deliverables to ensure the product arrives on time to the satisfaction of the purchaser.
- b) Notifies the purchaser of any product delays.

*Tip: Use the penalty clause to your advantage if the project manager attempts to get you to waive the penalty charge when a delay occurs.*

*Legally acceptable project delays include:*

*An Act of War (including civil war or civil unrest).*

*An Act of God (including fire, flood, explosion, earthquake, epidemics or quarantine restrictions).*

*An Act of Government (strikes, lockouts, plant shut-downs, material shortages, transportation delays).*

### **Action Step Six: Develop a Payment Schedule**

Payment schedules are developed relative to an agreed delivery schedule and accomplished milestones. The majority of vendors will request a large portion of the product negotiated price before actual product delivery. This schedule should be negotiated based on local financial procedures. It is wise to negotiate payment based on product delivery date, not contract signing date. Vendors often ask for as much as 40% of your funding upon contract signing.

Negotiate a manageable payment schedule for your department. Example: 25% upon contract signing, 20% for specific contract milestones achieved, 15% upon final delivery and installation, and 40% after final acceptance as specified in the contract.

A performance bond can be written into the contract in lieu of a payment schedule. This bond is made payable to your police department for the total amount of the contract purchase price and is paid by the vendor in the event of late delivery or damaged product.

### **Action Step Seven: Purchase the Technology**

A vendor will be selected on the basis of the quality of the product, the price of the product, service and delivery schedule, maintenance and training,

financial background, client references, and any other criteria your planning committee determines is important. The following are important to include in the vendor selection criteria or the contract discussions once a selection and purchase has been made.

### **STEP THREE: IMPLEMENTATION & TRAINING**

The goal of Implementation and Training is to install and test the technology, then prepare and train staff to successfully utilize the technology in their everyday business practice. An essential step in this process is to ensure that the agency is protected from any equipment defects.

#### **RESEARCH STEPS:**

##### **Research Step One: Develop Infrastructure Support**

Successful installation of technology requires completion of infrastructure. Infrastructure consists of any element required to complete the new product installation and/or operation. For example:

Personal computers require electrical power, surge protectors, or a battery unit. They may be connected to a network or management information system (MIS). Any network or MIS requires wiring, cables, a back-up unit, and network administrator. (Networks are expensive to maintain.)

MDT's or MDC's and radios require a communications infrastructure capable of transmitting signals throughout a jurisdiction or region.

Livescan devices and mug shot systems require high-speed telephone lines for speedy transmission of data or images.

*Tip: Coordinate infrastructure requirements with your jurisdiction and the vendor in advance of contract signing. Determine who will maintain the infrastructure, network, or equipment.*

##### **Research Step Two: Develop an Acceptance Test Plan, Warranty and Maintenance Agreement Within the Installation Guidelines**

The Acceptance Test Plan:

This is a plan to determine the functionality of your acquisition and ensures the product performs as expected. The acceptance test plan can be included in the contract and can be negotiated with a vendor.

*Tip: Negotiate an acceptance plan that extends for a thirty-day (30) acceptance period. This is sufficient time for defective or failed equipment or parts to materialize, be repaired or replaced.*

##### **Research Step Three: Develop a Staff Training Schedule**

Training is considered one of the key components of product implementation. Levels of training, duration of training and content of training and who will provide the training can and should be included in the contract.

Types of Training:

**Vendor Training:** The vendor agrees to train the entire staff at a cost negotiated within the contract.

**Train-the-Trainers:** The vendor trains a selected group of key staff who then train all other staff within their divisions. These individuals can be officers, staff, or citizens.

**Shared Training:** A jurisdiction near you may have the same or similar equipment and could provide product training at a significantly lower cost.

*Tip: Have the vendor provide course materials and a training schedule (more intensive during product implementation) to be included in the contract if the vendor training option is chosen. If a train-the-trainer option is chosen, provide staff with a helpful tool: "The Accidental Trainer" by Elaine Weiss. This book is easy to read, informative and often humorous.*

Networking between police departments is often the least expensive and most productive means of technical assistance and/or training resource development. A few telephone calls to regional departments can achieve results. It proves again that many smaller departments face the same challenges as larger departments with technology acquisition and vendors. Networking can also be effective between police departments and local civic organizations and/or technology companies. Networking can reveal unknown resources that may produce improved relationships between smaller departments and the constituents they serve.

More information on actual training is found in the next section, Action Steps, step 3.

## ACTIONSTEPS:

### Action Step One: Write Warranty and Maintenance Agreement

#### The Warranty Period:

Once the acceptance test plan has been completed, the warranty period begins. Although the warranty exists, it may not include all the additional services required to maintain the product.

*Tip: Include a period of time for the product warranty. A suggested time is one year from the date of final acceptance. It is suggested to negotiate this warranty and include it in the contract.*

#### The Maintenance Agreement:

Additional services such as parts replacement, preventative maintenance, emergency repairs, and after hours technical assistance are most often charged to the police department under a separate maintenance agreement.

#### Types of Maintenance Agreements:

**Annual Agreement:** Covers service and repair during the regular work week, Monday-Friday, 9 a.m. – 5 p.m.

Cost of the annual maintenance agreement is based on a fixed percentage of the actual, total contract.

After hours repair are charges at an hourly rate (usually a higher percentage).

**Lease Agreement:** Some maintenance agreements are made in the form of a lease between the police department and a financial institution. The lender pays the vendor and the department makes payments to the lender much like a

mortgage. These payments can be amortized annually over several years, lessening the financial impact to the local department or jurisdiction.

Advantage of the lease agreement: Technology is changing at such a rapid rate that vendors are producing better and faster products each year. This option could save money in the long run if the jurisdiction is able to anticipate rapid product changes.

*Tip: To determine the type of maintenance agreement, ask how mission critical the operation of this technology is to the department. Negotiation of long-term, low-rate maintenance agreements during the contract signing is advantageous because this agreement has the potential to save the police department thousands of dollars over the life expectancy of the equipment.*

### Action Step Two: Install the Equipment/Technology (Delivery & Set-Up)

Definition of installation: Delivery and set-up of all product components.

Decide who will install the equipment and then include that responsibility in the contract.

The department will be required to provide space for product installation and set-up.

*Tip: Consider power distribution, cabling, air conditioning, and other environmental conditions in the installation cost and timeframe. Factor in these additional costs. Facilities management personnel must be included at this stage.*

### Action Step Three: Train Staff

The process of training is crucial to successful procurement or

implementation of new equipment or technology. Too frequently, administrators overlook or diminish the important role of training in the strategic plan. It is possible, depending upon the impact of any new equipment/technology, for a small number of persons to either undermine the product implementation because of dissatisfaction, or to disrupt department functions if the training phase is not planned or supervised appropriately. The implementation of the purchase will succeed with greater certainty if the planning process includes the following points.

Delegate a training supervisor, or someone who can oversee the training process and monitor its progress. If it is necessary to implement and train in stages, make sure that the schedule is understood and that allowance is made for any disruption of services because of training. If you have to assign staff to train on the new equipment/technology, or if support staff is training during core working hours, they will be missed and service may be disrupted.

It is preferable to train staff in stages prior to the actual implementation of the purchase. Staff training may be done all at once or in stages, but is generally more efficiently carried out in stages. Staff involvement in the project through representation on subcommittees or during the planning stage will avoid implementation and/or training difficulties caused by disgruntled or resentful staff. The important step of including users of the purchase in the project planning and implementation stages will provide good will between this group and administration. Positive suggestions for successful training procedures can be obtained during a site visit prior to purchase.

Training Tips: *Notify all staff of the training schedule. This step provides credibility and support to the trainers and justifies any staff reassignment.*

*Budget for any reassignment or overtime that may be needed while staff train on the new equipment.*

*Budget and account for any delays in department response, services, or reports that may be caused by staff training or reassignment.*

### Summary:

It is the goal of the IACP and the writers of this guide, to provide information to smaller police departments that will be helpful in acquiring new technology of any kind. The information contained in this guide provides the framework for a successful purchase and implementation of new technology.

The IACP encourages innovation and information exchange at all levels. Avail yourself of IACP resources, as well as the experience and knowledge of other chiefs of police.

Contact us at:

The IACP  
515 N. Washington Street  
Alexandria, VA. 22314-2357  
1-800-THE IACP or [www.theiacp.com](http://www.theiacp.com)

Acknowledgements: It is important to acknowledge IACP President Michael Robinson, Superintendent, Michigan State Police for his demonstrated commitment to improving the law enforcement community's access and application of information technology. Appreciation is also extended to Joseph G. Estey, Chief of Police, Hartford, Vermont, IACP 5<sup>th</sup> Vice President and Chair IACP Technology Coordination Panel and to G. Thomas Steele, Commander Alexandria, Virginia Police Department and Chair of IACP Law Enforcement Information Section.

## COMMUNITY POLICING IMPACTS 86 PERCENT OF U.S. POPULATION SERVED BY LOCAL POLICE DEPARTMENTS WASHINGTON, D.C. -

From 1997 through 1999 the percentage of local police officers throughout the nation who were designated community policing officers increased from 4 percent to 21 percent, according to a new report from the Justice Department's Bureau of Justice Statistics (BJS). State and local law enforcement agencies had almost 113,000 full-time sworn personnel who served as community policing officers or otherwise regularly engaged in community policing activities during 1999, it said. This included an estimated 91,000 local police officers.

Community-oriented policing seeks to address the causes of crime and to reduce fear of crime and social disorder through problem-solving strategies and police-community partnerships. Typically it involves a greater use of foot and bicycle patrols and frequent meetings with community groups. Among other things, the report determined that:

Sixty-four percent of departments, representing 86 percent of the U.S. population served by local police, had full-time officers engaged in community policing activities during 1999, compared to 34 percent of the local departments serving 62 percent of the population in 1997.

Eighty-seven percent of local police officers were employed by a department that provided community policing training for new recruits during the 2-year period ending June 30, 1999.

Eighty-five percent of all local officers were employed by a department that provided such training to at least some in-service officers.

Sixty-three percent of local police departments, serving 85 percent of U.S. residents used routine foot and/or bicycle patrols.

Ninety percent of local police departments serving 50,000 or more residents gave patrol officers responsibility for specific geographic beats. The report noted that this may facilitate community policing goals, such as the development of citizen and business contacts and the formation of problem-solving partnerships.

About half of all officers worked for a department that actively encouraged them to engage in problem-solving projects on their patrol beats, and about a third worked for a department that included these projects in work performance evaluations.

As of June 30, 1999, 69 percent of local police departments serving 96 percent of all residents, had met with community groups within the past year, and 40 percent of all departments, serving 71 percent of all residents, had formed a problem-solving partnership within the past 3 years.

Among departments that held regular meetings with citizen groups, 76 percent met with school officials and students, 52 percent met with neighborhood associations, 50 percent met with business groups, 45 percent met with senior citizen groups and 41 percent met with domestic violence groups.

During 1999, 92 percent of all residents were served by a local police department that provided residents with routine access to crime statistics or crime maps, compared to 70 percent in 1997.

Sixty-two percent of residents were served by a department that had an Internet homepage in 1999, compared to 48 percent in 1997.

The data are from a report BJS prepared with the cooperation of the Department's Community Oriented Policing Services (COPS) agency. BJS queried 3,246 state and local law enforcement agencies about their community policing personnel, training, policies and programs.

In 1999 there were an estimated 13,524 local police departments in the U.S. They employed about 436,000 full-time sworn officers.

The special report, "Community Policing in Local Police Departments, 1997 and 1999" (NCJ-184794), was written by BJS statisticians Matthew J. Hickman and Brian A. Reaves. Single copies may be obtained from the BJS fax-on-demand system by dialing 301/519-5550, listening to the complete menu and selecting document number 227. Or call the BJS clearinghouse number: 1-800-732-3277. Fax orders for mail delivery to 410/792-4358.

The BJS Internet site is: <http://www.ojp.usdoj.gov/bjs/>

Additional criminal justice materials can be obtained from the Office of Justice Programs homepage at: <http://www.ojp.usdoj.gov>

## PLANNER CERTIFICATION

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

### Criteria for Certified Law Enforcement Planners includes:

Verification of achievement (college education, CEU's, training certificates, work experience, etc.) in 12 of the 24 topic areas set forth in the Certification Application.

Verification of six semester hours or equivalent of one year of English composition and literature.

Verification of three semester hours or equivalent of general statistical course work.

Verification of three semester hours or equivalent in research methods.

Verification of college degree and one year of planning experience - work experience may substitute for college degree.

### Criteria for Advanced Law Enforcement Planner includes:

Meet all requirements for Certified Law Enforcement Planner.

5 years of law enforcement experience with a minimum of three years assigned to a planning or comparable position.

Minimum of a four-year college degree.

Verification of achievement (college education, CEU's, training certificates, work experience, etc.) in 18 of the 24 topic areas set forth in the Certification Application.

If you meet the qualifications for both levels of certification, you may apply for both at the same time. The cost for each level of certification is \$50.

To receive a copy of the Certification Application, call Judie Martin at 865-215-7339 or fax 865-215-7412.

The application is also available on the IALEP website [www.ialep.org](http://www.ialep.org)

### IALEP Office Phone Number

**850-878-7254**

**Please send board  
correspondence,  
membership  
applications, etc., to:**

**IALEP  
1300 Executive  
Center Drive # 450  
Tallahassee, FL  
32301-5025**

**Please send any  
historical or PALS  
related  
correspondence to:**

**IALEP Repository  
c/o Kansas City (MO)  
Police Department  
1125 Locust  
Kansas City, MO  
64106**

**OTHER ORGANIZATIONS OF INTEREST**

The National Association of Women Law Enforcement Executives (NAWLEE) is the first organization established to address the unique needs of women holding senior management positions in law enforcement. NAWLEE is a non-profit organization sponsored and administered directly by law enforcement practitioners.

The general purpose and mission of NAWLEE is to promote the ideals and principles of women executives in law enforcement; to conduct training seminars to train and educate women executives in law enforcement; including but not limited to the areas of leadership, management, and administration; to provide a forum for the exchange of information concerning law enforcement and generally fostering effective law enforcement.

NAWLEE also provides mentoring opportunities for women in mid-level management positions and those new to senior management positions and senior management roles. NAWLEE provides opportunities for men and women in senior management positions to better understand how to retain and mentor women in their organizations.

**6th Annual NAWLEE Conference**

August 2-5, 2001  
Adam's Mark Hotel, Orlando, Florida

For more information about this organization, see their web site at [www.nawlee.com](http://www.nawlee.com) or email at [info@nawlee.com](mailto:info@nawlee.com).

**ANNOUNCING THE 2001****LAW ENFORCEMENT PLANNER'S COURSES!**

The IALEP Law Enforcement Planning Course is an intensive week-long workshop designed to give law enforcement personnel the tools they need to tackle complex projects.

Limited to 30 students, this Course is intended for sworn and non sworn employees at all levels of planning experience. Past attendees include law enforcement planners, researchers, crime analysts, administrators, and supervisors.

Tuition for the course is \$450 for members and \$500 for non-member (includes 2001 dues)

The first 2001 course is scheduled for April 2 - 6 in Torrance, California - hosted by the Torrance Police Department. This course has already been filled!

The next session of the Planner's Course will be held in November, in a location to be determined. IALEP is currently looking for a host agency to help us with this course.

In exchange for helping with some of the logistics, the host agency will receive free tuition for one person to attend the week-long Planner's Course. If your agency is interesting in hosting the Planner's Course, please contact:

Mark Calhoon  
757-926-8494  
[mcalhoon@ci.newport-news.va.us](mailto:mcalhoon@ci.newport-news.va.us)

or

Steve Taratula  
323-887-1289  
[mpdsteve@aol.com](mailto:mpdsteve@aol.com)

**HELP US GET THE WORD OUT ABOUT IALEP!**

There are now funds available to send IALEP members to local and regional events for the purpose of promoting IALEP.

If you are planning to attend any law enforcement-related meetings, conferences, or training, IALEP may pay some or all of your expenses for one day's attendance if you will help promote IALEP.

This is an ongoing opportunity to increase IALEP's visibility, our membership, and our value to our own agencies.

Help us get the word out. Contact any member of the Executive Board for more information.

## A Letter from the President

As the new year begins, I would like to take a moment to reflect on IALEP's past.

IALEP held its first basic Planners Course during the month of May in Kansas City, Missouri. The course was very well received by the membership and more of you requested to attend than we had originally anticipated. My "Thanks" goes out to Peter Bellmio, Mark Calhoon, Barry Horribin and Steve Taratula for their hard work and dedication in making the course a huge success. Also, to the members who attended and endured the long days and nights of training that our "Drill Instructors" put you through. Your comments and evaluations of the course have been taken into account in the updating of the course curriculum.

Secondly, a big round of applause goes out to the Florida Chapter members involved in hosting the 2000 Annual conference. Tom Smith, Kaye Ersch, Linda White, Diana Shek, Lisa Hopkins and all of the rest of the Florida Chapter teamed-up to provide an outstanding conference. Also, a "Special Thanks" to Sheriff Kevin Beary, Orange County, Florida Sheriff's Office, Commissioner Tim Moore, Florida Department of Law Enforcement and to all of the other law enforcement agencies throughout Florida who contributed to the success of the conference.

As for IALEP's immediate future, our 2<sup>nd</sup> Basic Planners Course is scheduled for April 2001, in Torrance, California. This year's Annual conference will be held September 9<sup>th</sup>-14<sup>th</sup> in Kansas City, Missouri.

While in Florida, I was able to re-new

alot of old friendships as well as begin new ones by meeting our newest members. It became obvious to me that several of our members are nearing retirement at their agencies. It is becoming even more important that for IALEP to continue to grow in membership size and professional status, we as current members must not only actively recruit quality members of our profession but also take an active role within the Association.

At this year's Mid-Year Executive Board meetings, recruitment will be a major topic of discussion. In the near future, our Web master, Chris Stockard will be retiring. Lisa Hopkins, Chief Editor and publisher of the Exchange, will continue through 2001 but we will need to find a replacement for 2002. A Conference site for 2003 must be explored and for our Planners Course to continue we must develop new instructors willing to give of their time and expertise. On top of all this is the annual, never ending struggle to find members willing to assume leadership roles as Executive Board members. Lisa and Chris are just two examples of a long line of members who felt strongly about IALEP. They donated their time and were able to use their agency's resources to better the association. Mark, Barry and Steve received no pay to instruct at the Planners Course. As original course instructors, they developed the "core curriculum" on their own time and even took personal leave away from their real jobs to instruct. Commitment, dedication and a strong belief in the Association, are all traits common to these members.

Without them and the forefathers (mothers) of NAPP and APPRO combining to form IALEP, your volunteer-based association would not have continued to grow and

advance into the future. Your support of IALEP can be as active as you choose and may take on many faces. Opportunities are everywhere! Your role might range from becoming an Executive Board Member of the National Board or local Chapter, participating as an active Committee member, or consistently responding to questions that benefit our membership on the I-server at the IALEP web site. You might even submit ideas to enhance the overall operations of the Association. I certainly would appreciate constructive input.

Please take a moment to consider how you can participate. Taking on additional responsibilities is never an easy task but as planners we all have "Type A" personalities. Not only will you aid your Association but also help to bring additional respect and professionalism to your career as a law enforcement planner.

I wish you all the best during 2001 and as a member of the 2001 Annual Conference Committee, I hope to see you in K.C. in September.

Mike Wilson  
IALEP President 2001

IALEP:  
[www.ialep.org](http://www.ialep.org)

SouthWest Chapter:  
<http://ialepsw.cihost.com>

and the Florida Chapter:  
<http://www.colliersheriff.org/ialep>



## IALEP ANNUAL PLANNER OF THE YEAR & PROJECT OF THE YEAR AWARDS

IALEP is now reviewing nominations for the annual awards, Planner of the Year and Project of the Year.

The nomination deadline for these awards is June 30, 2001.

Winners of these awards will be recognized at the 2001 Annual Membership Conference in Kansas City, Missouri. Limited funds are available to assist any winner who is unable to attend the conference because of fiscal restraints.

To receive a copy of the Nomination Form check the IALEP web site (Members Only Section - Library List)

or

Contact Judie Martin or Phil Keith at 865-215-7339 (865-215-7412 fax) for a copy of the application or more information about the Awards Program.

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, FDLE  
PO Box 1489  
Tallahassee, FL, 32302

Fax 850-410-8514

or E-Mail at

lisahopkins@fdle.state.fl.us

## YOUR EXECUTIVE BOARD:

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Phil Johnson - Repository Director  
Kansas City (MO) Police Department  
1125 Locust, Kansas City, MO 64106  
816-889-6049 / 816-234-5355 fax  
kcpdplan@coop.crn.org

## 2001 Annual Conference International Association of Law Enforcement Planners

Hosted by the

Kansas City, Missouri Police Department  
September 9-14, 2001



### Conference Topics

The IALEP 2001 Conference Committee is currently in the process of scheduling speakers. Along with classes designed to update and enhance your planning skills, we are also looking at off-site interactive sessions such as a problems solving exercise involving Crime Prevention Through Environmental Design (CPTED). In addition to outside speakers, we would also like to "showcase" the expertise of our membership. If you have a specific project/program or topic that has impacted your agency and would be of assistance to others, please contact us.

### Scheduled Activities

A Sunday "Welcome" is planned at the hotel. Monday evening we plan an early social event at a near-by restaurant inside the newly renovated Union Station. This will allow you a few hours of "free time" after you eat. Wednesday night, it's Bar-B-Que, Baseball and Jazz at 18<sup>th</sup> and Vine. Of course, during the conference time will be set aside for "Patch/Pin" trading. A "Closing Awards" banquet will conclude the conference on Thursday night.

### Conference Hotel

Hyatt Regency Crown Center Hotel  
2345 S. McGee  
Kansas City, Missouri 64108  
(816) 421-1234 Toll Free 1-800-233-1234

The daily room rate will be \$104.00 plus 13% tax. When you make your reservation, please be sure to mention that you are attending the International Association of Law Enforcement Planners Conference. To reserve your room, contact the Hyatt at (816) 421-1234 or Toll Free at 1-800-233-1234, specify the Kansas City, Missouri Hyatt Regency Crown Center. The above room rate will be available to attendees until August 23, 2001. For those of you driving or renting a vehicle, there is a daily-reduced parking fee of \$5.25 with an unlimited number of "ins and outs."

### For More Information

The 2001 Conference will be hosted by the Kansas City, Missouri Police Department. Please check our conference web site at: <http://www.policeplan.net>

Should you have questions, please contact us at our designated conference telephone line: (816) 889-6053. This telephone is located within the Planning and Research Unit and will be answered Monday - Friday, 8:00am - 5:00pm (CST). If no one is available to receive your call, please leave a "Voice Mail" message and we will return your call promptly.



# 2001 Annual Conference International Association of Law Enforcement Planners



Hosted by the  
Kansas City, Missouri  
Police Department

Hyatt Regency Crown Center Hotel  
September 9-14, 2001

## REGISTRATION FORM

Name \_\_\_\_\_  
 Rank/Title \_\_\_\_\_  
 Department/Agency \_\_\_\_\_  
 Mailing Address \_\_\_\_\_  
 City / State or Country \_\_\_\_\_ Postal Code \_\_\_\_\_  
 Phone \_\_\_\_\_ Fax# \_\_\_\_\_  
 E-Mail Address \_\_\_\_\_

Registration Fees ( in US Dollars)	IALEP Members	Non-Members <small>(Includes Membership)</small>	Total
Early Registration <small>(Postmarked before August 1, 2001)</small>	\$325	\$375	\$ _____
Regular Registration <small>(Postmarked August 1, 2001 to September 1, 2001)</small>	\$350	\$400	\$ _____
Late Registration <small>(Postmarked after September 1, 2001 or paid at door)</small>	\$375	\$425	\$ _____

(Payable to IALEP 2001 Conference / FEID 43-1569519) TOTAL DUE \$ \_\_\_\_\_

YES! This is my first IALEP Annual Conference.

### Guest Registration

Guest Name(s) \_\_\_\_\_

**Note: Outing and meal tickets will be sold during the first day of the Conference.**

Mail this form to: IALEP 2001 Conference  
 c/o Kansas City, Missouri Police Department - Planning and Research Unit  
 1125 Locust Street, Kansas City, Missouri 64106

Conference or Registration Questions: Officer Mike Wilson or Officer Phil Johnson  
 Planning and Research Unit, KCPD 816-889-6053 / Fax 816-889-6064

Conference Website: [www.policeplan.net](http://www.policeplan.net)

**Questions about IALEP? Visit the Association Website at [www.ialep.org](http://www.ialep.org)  
 See you in Kansas City!**



**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**