

**INTERNATIONAL
ASSOCIATION OF
LAW ENFORCEMENT
PLANNERS**



**RECRUITMENT AND RETENTION OF QUALIFIED POLICE
PERSONNEL: A Best Practices Guide**

by

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The IACP is working with the Department of Justice, Bureau of Justice Assistance, to provide Services, Support and Technical Assistance to Smaller Police Departments. The project Advisory Group, comprised of chiefs from smaller police departments around the country, identified Recruitment and Retention of Qualified Police Personnel as one of the most challenging issues facing smaller police departments. This document contains suggested best practices provided by our authors and by the many chiefs from smaller departments who have attended our symposiums.

Introduction

One of the greatest challenges facing law enforcement organizations today is the successful recruitment and retention of highly qualified employees. Community safety can be compromised when substantial experience and training is lost through staff turnover and vacancy. It is imperative then, to recruit, select and retain the kind of personnel who will bring to the department and to the community a strong commitment to and talent for the job. Over 12,000 of the 17,173 IACP members represent communities of less than 25,000 which are served by less than 25 sworn police officers.

Smaller police departments require innovative strategies to distinguish themselves from larger departments that may seek qualified individuals from the same applicant pool. Smaller police departments have unique and valuable characteristics and they are often excellent models of community policing. Quality police work is more clearly defined by the quality of public safety and the satisfaction of the community, not by the size of the police force. For this reason, the IACP has developed a Best Practices Guide on Recruitment and Retention of Police Personnel specifically for smaller police departments – those serving less than 25,000 or fewer residents by 25 or fewer sworn officers.

Beyond the realities of resources, location and political agendas, how can you determine if your department provides a healthy work environment to attract and retain skilled and eager employees?

As these personnel issues are explored, the writers are asking readers to “think outside the box.”

RECRUITMENT

The Recruitment Section includes the following:

An Agency Self-Assessment: To determine agency recruitment and retention goals

A Community Assessment: To determine community support for those goals

Community Partnerships: Describes how hiring goals can be enhanced through community partnerships

The work environment within an agency can also have a dramatic effect upon the successful recruitment and retention of qualified police personnel. This section includes recommendations for building work environments that provide employee growth and satisfaction. When implemented, these recommendations can give smaller departments a distinct advantage over larger departments in the hiring and retaining of qualified police personnel. Examples of assessments are found at the end of the section.

I. AGENCY ASSESSMENT:

GOAL: Determine The Department's Hiring Strengths and Weaknesses.

The first essential step in designing an effective recruitment and selection process is an honest self-appraisal that determines whether your department provides a healthy working environment for employees and whether incentives to join your department exist. The result of this assessment is information from which a strategy can be developed that incorporates short-and long-term department hiring goals and which clarifies department values. You will see how recruitment and retention are interdependent as new hiring strategies are linked to retention strategies. As you succeed in developing recruitment strategies, they will link directly to successful retention strategies. Recruitment strategies incorporate the values and goals of the department and the community. Once you determine the department's values and goals, you can develop effective recruitment and retention strategies that support those goals.

Step One: Explore what you think are the advantages of working in your department.

Exploratory Questions For The Chief: What Are the Advantages of Smaller Department Policing?

1. Why would I want to work for this department?
2. What does my department have to offer?
3. How do I seek the most qualified individuals?

4. What can I do to keep quality employees?

Make a list of the things that come to mind. Compare them to the answers we have received from smaller department chiefs who attended our nation-wide symposiums.

IACP Symposium Responses from Smaller Department Chiefs:

THE ADVANTAGES OF SMALLER DEPARTMENT POLICING.

Skilled employees are valued as the department's most important asset.

Career opportunities for personal growth include specialized duties and promotions.

It is important to promote a family atmosphere in the department and the community.

Employees are encouraged to provide input on department policies such as shift configurations, uniform design, and community policing strategies.

There is a spirit of organizational teamwork between the chief and the department which encourages employee opinions and input at staff meetings.

All employees, sworn and civilian, are treated with dignity and respect.

The chief knows everyone by name and supports all employees to reach their personal and professional goals.

All employees have access to the chief.

Step Two: Explore Staff Responses to the Value of Working in the Department.

Having looked at your perceptions of the hiring strengths of your agency, poll your staff and see if there is agreement. Even disagreement will be informative. Use the previous four Exploratory Questions listed above. Once the answers to the four questions have been answered by the chief and the staff, hold a focus group meeting with employee representation, civilian and sworn, to discuss the findings and to set new hiring goals based on those results.

Step Three: Hold a Focus Group With Staff to Develop Your Department's Hiring Priorities.

Develop Department Hiring Priorities With Staff

1. How can we sell the department to qualified applicants?
2. What are the unique qualities of the department and community that will appeal to potential applicants?
3. What are the qualities we want to see in applicants?
4. Does the department reflect the diversity in the community?
5. Is the department prepared to successfully integrate women and other minorities into the force?
6. How can I make my department a place that appeals to new applicants and retains experienced officers?

Summary: Review of feedback from the questionnaire and focus group should provide some clear ideas about prioritizing and targeting hiring goals. In order to be competitive with the general workforce and other police agencies, successful smaller departments must place significant emphasis on creating a work environment that stresses employee value and provides prospective applicants with a clear understanding of the benefits of employment with the department.

II. COMMUNITY ASSESSMENT:

GOAL: To Determine How the Community Views the Department.

We call community assessment a "community mirror aspect" of the overall department's assessment. This mirror provides the department with information about the values,

needs and desires of the community. Smaller departments can benefit by making sure police and community values are consistently articulated to new employees. The community is an important selling point to new employees and their families. Knowing that the police department is appreciated and supported by the community is a positive factor in recruiting and retention of police staff. Police programs and services like Police Activity Leagues or Community Watch Programs are enhanced when supported by community partnerships. Such partnerships with community-based organizations or the faith community have developed successful volunteer and other community programs for police departments.

Community Partnerships Can Include Any Of The Following Examples:

Form a community partnership group. Include youth, minority group representatives, civic and/or church representatives as well as political allies to work on a civic concern together. (Choose one with a high probability of success and document your group's recommendations).

Tell your story. Have a reporter go on a ride-along with a police veteran. Provide community groups of all kinds with information concerning department outreach and service programs.

Establish an "Officer of the Year" program. Have the winner speak to community service organizations and schools, get a newspaper article published about their community service.

Begin a Police Activity League (PAL): Youth after school education and sports programs.

Encourage development and provide training for neighborhood watch programs.

Encourage police officers to teach at local community colleges.

The Value Of Community Partnerships To Recruiting And Retention:

Community partnerships are opportunities for police to listen to public concerns, to work together with community groups to solve those concerns and to develop meaningful ways to exchange information with community-based organizations so that the public sees how integral police are to the health of community life.

There are several methods for determining the community perception of your department that are inexpensive and informative. Consider the following examples:

Informal Survey: Design a survey that asks important questions and solicits community suggestions for departmental improvement. See if the newspaper will print it or copy the survey and circulate it through community groups and churches. Perhaps a police survey booth in *front of the local grocery store might get responses.*

Opinion Poll: Call a random sample of people and ask them their opinion of the department. The number called will depend on the size of the community and the number of staff

"An accurate assessment of a police department includes community input. Ask yourself, 'What are they saying about me at the barber shop'?"

*Chief Jack McKeever,
Lindenhurst, Illinois*

available to you. Ask 3-5 direct questions that offer a range of responses. Use a scale of 1-5, that will give a spectrum of choices
Example:

1. Is doing a fine job
2. Is doing an adequate job
3. Needs improvement
4. Is doing a poor job,
5. Don't know..

Note: Survey or opinion poll results showing community support for police can be an effective recruitment statement. Example, 75% say the department is doing a good job.

Grants: Investigate the availability of Foundation or other grant funding for police initiatives, community partnership programs, equipment or technology acquisition. Money may be available from a variety of sources for community policing initiatives which include community partnership programs, or technology information-sharing between law enforcement agencies. (TPO Grants provide technology grants, Foundation grants are listed at the Library in the Federal Register. A Resource Librarian will help you locate law enforcement grants.

TIP: Even if only one suggestion from the community is implemented, the department can benefit from being seen as a department that cares and responds to its citizens.

Summary: Be prepared to respond to and/or publish survey results (include the positive and negative responses) and then suggest ways the department will respond to those needs and suggestions. There are many creative ways that police and their communities can and do work together. The important point is that you, as a law enforcement executive, know successful ways to partner with your

community. Departments that enjoy community support often have greater success recruiting because new police officers see this community as a positive place to live and work. Families are drawn to where officers and their families are appreciated as valuable members of the community.

Inexpensive Strategies For Effective Recruitment:

The Challenge of Recruiting:

As technology advances and the value of problem-solving or community-oriented policing increases, the demand for specialized police services also increases. Qualified applicants must be educated, effective communicators who understand the value of linkage to government and community resources. Recruitment of qualified, diverse applicants who can meet the standards of modern policing is a significant challenge. In order to meet this challenge, smaller departments must enhance or revise their recruiting and selection strategies. The task of recruiting should be identified as one of the most critical functions within the organization.

How smaller departments can get an edge in recruiting:

1. Appoint A Recruiter:

The recruiter can be a pivotal position in the department. A recruiter represents the department in the community and to prospective applicants. A successful recruiter is a highly talented and motivated person with a passionate conviction that police work, especially in this department, is the best job in the world.

Due to limited resources, most smaller agencies do not have the luxury of appointing a full-time recruiter. Still, the effectiveness of

this individual, even on a part-time basis, can have striking results when the right person has this job. Consider the use of auxiliary officers or volunteer personnel to supplement recruiting function at no cost.

How to Choose a Recruiter:

A. Look in your department for officers who are mission-driven, possesses strong communication skills and demonstrates an ability to sell the department.

B. Look for a non-judgmental person who is free from bias. (Recruiters who are unsuccessful in recruiting qualified women and minority applicants may be hampered by personal bias). If diversity is valued by the department, select someone who enthusiastically shares that value.

C. Assign a high status to this position. By spotlighting the recruiting function as prestigious, officers will feel honored to serve in this position and will strive to bring the best qualified applicants into the department.

D. A two-year tour of duty is recommended for this position because the challenges of this position are considerable. However, this arbitrary timeframe may vary given individual differences and job demands.

E. Performance measures should be based on the number of qualified applicants recruited, not on the number of applicants eliminated. Help the recruiter succeed.

Recruiters should be held to a high performance standard that emphasizes the ability to identify qualified and diverse applicants and to bring them into the selection process.

Any effective recruitment strategy will include ways to optimize the skills and talents of current personnel. All employees should be considered recruiters on the lookout for talented individuals for their department.

The recruiter's most effective tool is personal relationship. Smaller departments can successfully differentiate themselves from larger departments by focusing on people, not objects or equipment. Stress the benefits of your department and community by emphasizing comradery within the department and cohesion of the community.

2. Launch Auxiliary Officer, Cadet and/or Explorer Programs:

Because this is a resource-intensive strategy, especially for the super small department, we recommend you develop this regionally, or at least with one or two other near-by departments. These programs not only provide additional resources to the department for police services and community outreach, but they also provide an additional pool of potential applicants. These programs promote good will and give citizens an opportunity to invest in their community through public service. Programs like these allow the community to meet its police officers. No one can sell the department as effectively as incumbent officers. Consider asking new officers why/how they chose the department.

3. Poll Your Staff For Strategies:

Focus groups or brief employee surveys can be informative. You may be surprised by new recruitment ideas that are generated. Input from new hires can provide valuable insight into ways to streamline the hiring process. Focus group process and a sample survey

are included in the appendix section.

4. Add Employee Incentives for Successful Recruitment:

Incentives such as monetary bonuses, leave time, recruitment recognition awards (uniform pins), or additional training opportunities can motivate current staff to prioritize recruitment.

5. Form Citizen Police Academies:

This is also a resource-intensive strategy for the super small agency, so partner with other agencies when possible. Regional academies can share resources among several departments. Citizen police academies have proven highly beneficial in creating public awareness and appreciation for police work. These academies vary in structure and content and can be formal or informal depending upon the community. They can be developed by several smaller agencies and serve a region as well as an individual community. Academy graduates often become community advocates for police and can serve a valuable role in any recruiting effort.

6. Hold Career Fairs:

This is a resource-intensive strategy. Partner with other public services like Fire, Public Health, Sheriff, or others. The career fair is a way to introduce police work to schools, businesses and the community. Typically, this opportunity to advertise police work is extremely effective in educating the public and potential applicants. As you plan, consider teaming up with local businesses or community organizations for additional visibility and shared costs.

7. Develop a Connection To Local Colleges and Universities:

Campus recruiting efforts are an excellent adjunct to the occasional career fair. Formal liaisons can be built with campus career counselors, educators and internship coordinators. Graduate students are excellent resources for additional support for department research, surveys and grant writing. Officers can co-facilitate classroom studies in criminal justice. (An officer in uniform can be an effective advertisement.)

8. Community Speaking Engagements:

Chiefs can build community awareness and support for recruiting by speaking at community groups, schools, churches and service organizations. These organizations can be excellent resources for demonstrating the department's service commitment to the community and can be an effective avenue for reaching minority groups in the community.

9. Develop Military Linkages:

Some innovative departments have linked with military recruiters to learn successful marketing and recruiting techniques. Military recruiters receive extensive training, some of which is applicable to police work and can be a source of information for agency recruiters.

10. Develop a Media Partnership:

Print and broadcast media can be a strong ally to the police department. Media representatives are usually interested in developing a relationship with the local department because they need police information. The media savvy chief knows that a strong alliance with media is needed to provide accurate reporting about police work. An effective media strategy is to take a proactive stance by providing positive, inspirational features about the department, its officers and programs. Cooperation with the media is a two-way street and must be cultivated with attention toward development of personal relationships based on trust and honesty. A cooperative media is a tremendous asset to any department and can also be an asset to recruitment. Sell the benefits of your department through the media.

11. Use the Internet:

Some small departments have been able to compete in the technology

arena by developing partnerships with businesses that share their computer technology and provide web sites for small departments. The University of Arkansas' Center For Rural Law Enforcement offers free Internet access for qualifying departments. Contact Harold Stuart at (501) 570-8000.

12. Open House:

Many communities have festivals or holidays when town businesses have an open house. During these festivals and holidays provide facility tours and educate citizens about policing as an exciting career.

13. Build Recruiting Skills:

The IACP offers a class called, "Building Skills for Effective Recruiting." Take advantage of this and similar law enforcement-focused recruiting classes available to you. These skills must be built and sustained by continued education and collaboration with other chiefs.

RETENTION

After addressing recruitment challenges, employee retention can be a

major problem as well for smaller departments. Some smaller departments cannot offer the high salaries that larger municipalities do, but they have an edge in several key areas of staff retention. The table below outlines keys to staff retention and outlines what smaller departments have to offer. With a little imagination and innovation, the smaller department can actually have an edge over larger departments.

KEYS TO STAFF RETENTION:

SMALLER DEPARTMENTS CAN HAVE AN EDGE.

Employee Satisfaction, a Key to Retention:

The most effective way to build departmental commitment and loyalty is to demonstrate how the department values employees by providing them with the support and tools to effectively do their jobs. Job satisfaction surveys consistently name appreciation and recognition as what workers want more than a salary increase.

Any effort by management to transition

KEY TO RETENTION	DESCRIPTION	SMALLER DEPARTMENTS OFFER
Quality Relationships	Performance is enhanced by positive coworker relationships.	Direct access to the chief; chief is aware of individual work performance and personal concerns of staff.
Meaning & Purpose	Workers are happier and healthier when they derive purpose and satisfaction from their work.	Police are often recognized and valued in smaller communities where people know each other, work together, live close by.
Recognition	Workers place higher priority on recognition and appreciation than salary in most surveys.	The smaller city chief has a unique opportunity to know his/her staff well and provide the kind of recognition needed to promote loyalty and retention of staff.
Promotion & Personal Growth	Officers need to be challenged and given opportunities for promotion and personal growth	Smaller departments offer innovative career pathing by creating specialized positions such as school liaison; fleet manager; information technology officer, firearms instructor, recruiter, evidence technician, business & community liaison, public information officer.
Safe, Friendly Communities	People like to live where they work where schools are good & the community is safe	Smaller departments are often appealing because their community offers a positive quality of life for individuals and for families.

employees into the department effectively and stress appreciation of their work will increase satisfaction and reduce turnover.

The New Officer - Strategies For A Successful First Day:

No agency can guarantee employee retention, however, the manner in which an officer is transitioned into the department can have a significant impact on their opinion of the department, their job performance, and their decision to stay. Critical to a successful transition of the new officer is the experience of the first day.

Select officers to meet and welcome each new employee. Let them be responsible for new hire orientations. In this way, develop a mentor program for all new employees.

The chief should be available to meet and welcome the new employee personally.

The mentor officer should make staff introductions, answer questions and be a point of contact for the first week if possible.

Have this person acquaint the new employee with the department, give them a tour, show them to their locker or work station and be available for questions. The mentor officer can also introduce the new employee to academy staff, their training officer, or supervisor.

The mentor officer should acquaint all new hires with department policy and procedure.

The mentor officer should inform new hires about uniforms.

This attention to new employees communicates, "you matter to us" and demonstrates the department's

commitment to provide each employee with the tools necessary to become productive and valued officers.

Mentoring: As An Effective Tool for Recruitment and Retention.

Although informal mentoring has been influential in the development of good officers and leaders, the implementation of formal mentoring programs, such as "first day mentors," has emerged as an effective tool for enhancing recruiting efforts and reducing employee turnover. By implementing a formal mentoring program, a police department distinguishes itself from other departments by conveying the message that the organization values its employees. The practice of formal mentoring has been proven successful in reducing employee turnover by providing consistent and professional attention to new recruits. The additional support to new employees yields valuable rewards.

What is formal mentoring?

Formal mentoring in this context refers to the process of providing a new recruit with an experienced officer as a consistent point of contact and support for a definite period of time. Unlike the field training officer (FTO), the mentor does not train and evaluate work performance. The mentor provides support and encouragement, is a resource for information and a promotes continued career growth. The FTO and mentor roles are distinct, yet compliment each other.

Some chiefs in small departments have expressed a concern that a formal mentoring program is impractical because of limited staffing. The mentor function can be accomplished with marginal expenditures or staff time, by using existing personnel who are trained in mentoring skills. Resources for skill development include:

IACP Training Division provides a class in Mentoring for Retention of Public Safety Personnel.

Police can learn from nonprofit and business organizations that provide training in mentoring because of the success it has demonstrated.

The benefit of this one recruitment and retention strategy, mentoring, far outweighs the marginal cost of staff time. When the right person is in the position of mentor, the quality of employee retention for the agency often improves.

The chief as mentor.

Police officers from smaller departments have an advantage over employees from large departments when it comes to developing a mentoring relationship with their chief. Through the role of mentor, the chief has the opportunity to help officers identify their strengths and choose the training and career development to enhance their skills and esteem. The chief who emphasizes career development by providing officers with opportunities to build their skill base will develop loyal employees with high self-esteem. For this reason, it is recommended that the chief assume the primary role of mentor to the department and utilize veteran officers to serve as mentors to new recruits.

Police officers from smaller departments who have the benefit of a mentor chief have a unique opportunity to develop their skills and talents in a way that many officers in larger departments often lack. It is recommended that every chief

assume the role of mentor and encourage their officers in every way possible to feel valued and to receive the best training available. This can be accomplished through inexpensive means such as assigning officers to task forces in neighboring agencies, to more expensive means such as formal training. Most of the strategies listed under the Retention section can be implemented without great expense to the department.

A difficult but important task for every chief is to recognize his/her responsibility to identify and develop a successor. Effective police leaders view their positions as temporary and continually prepare subordinates to eventually take their place without causing disruption to the agency. This is the ultimate act of mentoring. *The IACP report, Police Leadership in the 21st Century*, includes as one of its mandates, “create a network of mentors.” Mentoring can be effective at many different levels of the organization – chief to chief, veteran officer to recruit, or officer to officer. Mentoring is an inexpensive and effective means of transferring information and experience throughout the organization and the mentoring relationship enhances staff retention because it communicates care and concern to staff.

Frequently Asked Questions About Recruitment And Retention

1. How can I attract and retain quality employees when the salary is not competitive with larger agencies?

Although many factors contribute to effective staff recruitment and retention, the compensation package is an important consideration for most employees. The police chief has the responsibility to educate and inform citizens, business leaders and elected officials of the necessary compensation requirements needed to remain competitive in the marketplace. It is vital that the cost to recruit, hire, train and retain police officers is directly related to the benefit of public confidence and safety.

The budgetary impact of employee turnover must be clearly compared to the cost of recruiting, hiring and training new police officers.

Police officers make important decisions every day that affect the lives of individual citizens. The legal implications of decisions concerning arrest and/or use of deadly force are of growing concern to all communities. The decisions police make require specialized training and experience. The role and impact of the police officer in a small community, from patrol officer to school officer, can be even more influential than in a larger community simply due to visibility. It is important for the community to recognize that the cost of hiring and retaining good police officers is less than the cost related to officer turnover. A community with a positive image of its public safety is more likely to provide financial support to police programs and services.

Hidden Cost of Officer Turnover:

1. Citizen complaints are often higher for less experienced officers.
2. Overtime for officers drains the department's budget of needed resources
3. New, inexperienced officers tend to have more automobile accidents.

2. Because of my agency's size, there are limited opportunities for promotions. How can I overcome this obstacle?

Traditionally, the smaller department

has fewer opportunities for advancement and promotion than larger, urban departments. Smaller police agencies have a unique opportunity to redefine promotion and creatively institutionalize advancement in a manner than separates them from larger departments in a positive way.

The smaller city chief can develop personal relationships with his/her officers that chiefs from larger departments cannot. These relationships often inform the chief of the interests, skills and hobbies of the officers. From this information, consider developing “specialist” categories in the place of actual rank promotions. A list of several specialist categories that are being used currently includes:

- School Liaison Officer
- Fleet Manager
- Firearms Manager
- Firearms Instructor
- New Hire Mentor
- Recruiter
- Special Programs Coordinator (for youth and community volunteerism).

3. How do I overcome the image that small town policing is not as professional as larger agency policing?

Small town policing should never be equated with a lack of sophistication or an ignorance of contemporary policing trends and issues. For instance, smaller departments are often experts in community policing techniques, but may not be able to purchase some of the newer information technology or equipment. There are no easy answers. Positive solutions take time and effort to build.

The first issue to consider is that of image. The image of the department is largely influenced by the chief and how he/she presents him/herself to the department and to the community. The chief who models a continued commitment to personal and professional growth will lead a department to do likewise. It is important to build a positive department image by also providing the best equipment and training available to your department. Some suggestions for building and maintaining a positive image within your department and community include:

Membership in state and national police organizations will keep you informed of grants and training programs for smaller departments.

Whenever possible, attend conferences and membership meetings to take advantage of networking opportunities and information sharing.

Read law enforcement publications like Police Chief that provide opportunity for professional information and personal support.

Involve yourself in national service organizations with local chapters. Very often, these organizations provide opportunities to network and occasionally provide specialty grants for equipment or program development.

Investigate continuing education for yourself and your officers in local community colleges, state training academies, and through national grant projects that may become available.

Look for opportunities to sit on advisory boards for organizations or projects that may provide educational opportunities.

Involve yourself with regional departments that may include your officers in training or on task forces at little or no cost.

Usually the chief in a small community has a multitude of tasks to manage with a limited staff. Be realistic and choose development strategies wisely.

Summary:

The strategies offered in this best practice guide are intended to present the smaller department chief with realistic and practical approaches to making their department a viable employment choice for potential qualified law enforcement personnel. These strategies can give the smaller police department the edge, can help each unique agency realize its hiring potential, and can support the chief and his/her department to provide public safety for the community they are committed to serve in a manner that enhances community collaboration and department strength.

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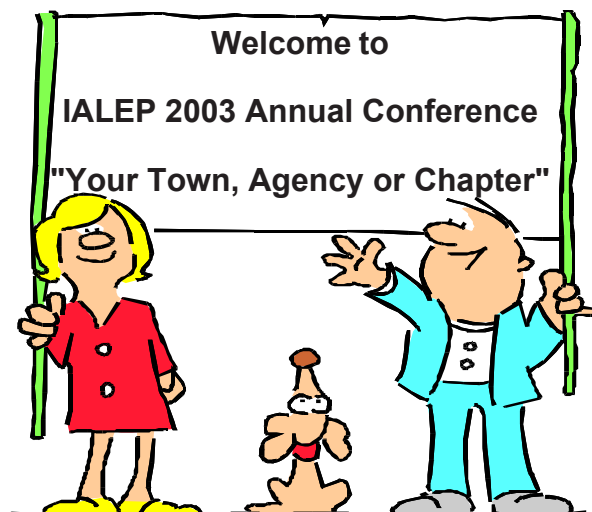
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IALEP is now soliciting proposals to host the 2003 Annual Training Conference!

Contact Mike Wilson or Steve Taratula for more information about how to make a bid to host the IALEP Annual Training Conference in 2003.



PLANNER CERTIFICATION

The International Association of Law Enforcement Planners (IALEP) provides certification of law enforcement planners at two levels: Certified Law Enforcement Planner, and Advanced Law Enforcement Planner.

Certification has been developed for the following purposes:

- to recognize the professional abilities and accomplishments of individual law enforcement planners;
- to promote and encourage professional development by individuals in the field of law enforcement planning;
- to provide the employers of law enforcement planners a reliable measure of professional competence; and
- to provide employers of law enforcement planners with a basis on which to establish position descriptions.

Criteria for Certified Law Enforcement Planners includes:

Education (college or university):

6 semester hours in writing, composition or literature

3 semester hours or equivalent in general statistics

3 semester hours or equivalent in research methods

1 year planning w/ 4 year degree, OR
3 years planning w/ 2 year degree, OR
5 years planning (no degree)

9 of 20 topical areas/credit equivalents

Advanced Certified Law Enforcement Planner:

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4 year college (university) degree

5 years experience in a law enforcement agency, AND
3 years planning in law enforcement

14 of 20 topical areas/credit equivalents

Requirements for both levels:

Current IALEP membership

Chief Executive signature verifying assignment and experience

Immediate supervisor signature verifying assignment and experience

Applicant signature

Completed application

Written explanation of coursework, training, and experience

Certified copies of college/university transcripts

Copies of certificates

US\$50 fee (per certification level)

If you meet the qualifications for both levels of certification, you may apply for both at the same time.

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

The application is also available on the IALEP website www.ialep.org

MINUTES OF THE MID-YEAR EXECUTIVE BOARD MEETING

MARCH 29, 2001 (DAY 1)

On Thursday, March 29, 2001, a meeting of the Executive Board of the INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS, a Missouri Nonprofit Corporation, was held at the Queen Mary Hotel in the City of Long Beach, California. The following Executive Board members were present: President Mike Wilson, Executive Vice President Steve Taratula, Staff Vice President Barry Horrobin, Treasurer Laurie Anderson, Repository Director Phil Johnson, Past President Bill Meyrahn, Chapter Representative Thomas Smith, and Secretary Navin Puri, being all of the members of the Executive Board.

LONG BEACH CONFERENCE (2002)

President Mike Wilson opened the meeting at 9:30 a.m. The Executive Board then had a guided tour with Laura Victoria of the Queen Mary Hotel's staff. Ms. Victoria took the Board members around the ship to inspect the rooms that will be used for the 2002 International Conference, which will be held on the ship in September 2002. After Ms. Victoria showed the board these rooms, the meeting resumed at 10:20 a.m.

The board had some discussion after the tour regarding conference signage and ways to enhance directions to the meeting rooms since this facility is not your typical hotel. The emphasis of this conference will be the academic sessions offered and in the Southern California region, there is a good possibility of getting very knowledgeable people in their respective fields. There are approximately 150 Police Departments within 75 miles of the Long Beach area,

so there will be a lot of potential members to draw from.

KANSASCITYCONFERENCE(2001)

President Mike Wilson then gave an overview on the upcoming International Conference, which will be held at the Hyatt Regency in Kansas City, Missouri. There is a possibility of running two tracks for that week.

The board also reviewed the tentative schedule and discussed options for consideration if appropriate. The board discussed the concept of adding more training on Wednesday afternoon such as field trip/site visit or conducting a special workshop. This would have the effect of changing what has traditionally been an open period on Wednesday afternoons by offering more opportunities for networking and information exchange. Work is still being done on obtaining the best speakers and instructors for this week-long training session.

PLANNER’S COURSE (APRIL 2001)

Treasurer Laurie Anderson then gave an update on the upcoming Planner’s Course which will be held from April 2-April 6, 2001 in Torrance, California. This course will have 30 students and 5 instructors. Randall Greeley, from the Chandler Arizona Police Department, will be joining the original four instructors from last year. This version of the course will be a little different in format than the first version. The course will span from a Monday through a Friday and the hours will try to stay between 8 a.m. and 5 p.m. The course will be more hands-on and more interactive. Some of the sessions will be field exercises, mainly with regards to Community Policing and Crime Prevention Through Environmental Design. This will involve an outdoor activity for the students to participate. There are also some after class activities lined up for the students to

allow them to enjoy their stay in Southern California during this week.

It is anticipated that if there is a third course in November 2001, that it will be the same course materials as the April 2001 course. The tentative dates for the November course are November 12-16, 2001. A location has yet to be finalized.

CHAPTER REPRESENTATIVE REPORT

Chapter Representative Tom Smith then gave his report. He has made an effort to contact every chapter currently under the Association umbrella. The overall consensus is that the chapters are not very interested in maintaining an active affiliation with the International Association. The chapter updates are as follows:

Florida: Not much new, still meets on a regular basis and does still offer statewide training

Illinois: Still meets twice a year and offers both fall and spring training, has 10-30 active members

Intermountain: No response

Michigan: No response

Pacific NW: Essentially out of business

Regional Association (NY/NJ): No response

Southern California: Still an active chapter, does training for many members

SW Chapter: All members are accounted for, still does have 2 meetings a year.

Texas Chapter: Has current list of member agencies in state

Virginia Chapter: Has no bank account, has not had a meeting in three years.

Essentially there are a few active chapters, with the majority of the chapters not been very active, if not defunct completely. There was some discussion on how to remove the chapters from the association if they really are not active or resemble the definition of a chapter according to the by-laws. The by-laws will be reviewed on this issue. The other point that was discussed is why would a chapter pay additional dues if they were not getting much out of the Association. One of the new goals of the Association will be to get the chapters more involved in activities.

Tom Smith also brought up the possibility of making the Chapter Representative position a two year term as opposed to a one year term. This would allow that person, as well as Chapter presidents, to form a better working relationship and have some continuity in the relationship with the board. This is something that can also be reviewed in the by-laws.

REPOSITORY DIRECTOR REPORT

Repository Director, Phil Johnson, then gave an update on the Repository. The repository is receiving a lot of material although PALS entries are still sporadic;

We are still trying to meet our goal of 100 PALS entries for the 2001 calendar year. A drawing for the Long Beach 2002 Conference will be held if the Repository receives 100 entries before the start of the 2001 Conference. There is a possibility of the Internet Service Provider changing in Kansas City, where the Repository is stored, but the disruption to the members who are submitting to the PALS system should be negligible.

PAST PRESIDENT'S REPORT

Past President Bill Meyrahn then gave a brief update. He basically advised the board to learn from the mistakes of the past. There were times during his presidency that things did not go as smooth as he would have liked. He would advise that there be clear lines of responsibilities of conducting a national conference. The board was appreciative of the Past President's remarks and will try to ensure that roles are better defined for future national conferences. The 2003 International Conference does not have a site yet, but there are requests that it be held somewhere in the eastern part of the United States. It is hope that by the Kansas City Conference, a bid will be submitted to the board for consideration.

TREASURER'S REPORT

Treasurer Laurie Anderson began the Treasurer's Report. One of the issues that the Association had to review is the status of the Association Office. Ms. Anderson stated that the current contractor is likely to relocate her business soon, which would disrupt and further delay the renewal process as well as general Association business. Treasurer Anderson then discussed the feasibility of the Association to get a post office box, a new phone line, and voice mail. A motion was made and seconded to

adjourn the meeting at 1630 hrs. and to reconvene the following morning, at which time the Treasurer will continue her report

MARCH 30, 2001 (DAY 2)

On Friday, March 30, 2001, President Mike Wilson reconvened the meeting from the prior day at 9:05 a.m. The following Executive Board members were present: President Mike Wilson, Executive Vice President Steve Taratula, Staff Vice President Barry Horrobin, Treasurer Laurie Anderson, Repository Director Phil Johnson, Past President Bill Meyrahn, Chapter Representative Thomas Smith, and Secretary Navin Puri, being all of the members of the Executive Board.

TREASURER'S REPORT (CONTINUED)

Treasurer Laurie Anderson continued her report from the prior day. She presented alternative proposals, including one from the existing contractor, The Board considered the available options which also included looking for another contractor to provide administrative services for the Association.

WEBMASTER REPORT

The Board then reviewed a report submitted by Chris Stockard, who serves as the Webmaster for the Association. In his report he states that his plans are to remain as the Webmaster until 2003. He may retire from the state at that time. There is still a possibility after his retirement that he could stay on and provide webmaster services for the Association. He stated that there will be a need to change the Internet Service Provider and it would cost approximately \$50/month to do this

and transfer the old site over. This is really a nominal cost for this service and due to the time constraints on getting information out via the web, it was decided that this needed to be done as soon as possible. Laurie Anderson made a motion to approve Chris changing the Internet Service Provider immediately and this motion was seconded by Tom Smith. The motion passed unanimously. It is noted for the record that Chris Stockard has done a masterful job as the Association's Webmaster and has been most instrumental in maintaining this site in a very cost effective manner.

THE EXCHANGE REPORT

There was discussion on how best to do The Exchange. Lisa Hopkins has served as Editor-in-Chief of this newsletter for some time and may not be able to continue doing it after 2001. One possible way to distribute it may be through electronic mail, but through the Association's List-Serve. The decision was made to do the upcoming issue in the current mail-out format and then for future editions there is the chance that Lisa could send the final version to the Association Office to distribute through e-mail to all members of the Association.

ADMINISTRATIVE MANUAL

The board then reviewed a draft of an I.A.L.E.P. Administrative Manual that was drafted by Lisa Hopkins.

The board reviewed the draft and discussed it, it was decided to use the manual as a tool to update the by-laws with regards to how the positions are spelled out with their duties, rather than adding a separate document.

The board decided that it needed to review the by-laws and update the sections relevant to their duties. Each

member of the board will individually review the by-laws and submit any changes to the Secretary by June 1. The Secretary will then distribute these changes to the Executive Board, receive comment from all members with changes, These proposed changes will then be published in The Exchange Newsletter and ratified at the General Membership meeting in Kansas City during the September 2001 International Conference.

BUDGET REVIEW

Treasurer Laurie Anderson then reviewed the budget for the 2001. There was a significant increase in income due to the membership dues increasing to \$ 50 per person. It is also anticipated that the cost of The Exchange Newsletter will be going down as more of the distribution is done via electronic mail. There are still some missing (dues renewal) checks that have just never been received which collectively is about \$1,100. There will also be additional funds generated from the Planner's Course registrations. The increases in expenses will be for additional advertising, marketing, and promotional costs the organization anticipates in the coming year.

LONG BEACH CONFERENCE COMMITTEE

The Board then met with representatives of the Long Beach Conference Committee, which involved Mike Heckleman, University of Southern California, Marlene Parker, Long Beach Police Department, and Serena Knauf, also with the Long Beach Police Department. This group made a presentation to the Board in reference to the 2002 International Conference. The dates for the 2002 IALEP Training Conference in Long Beach CA., are September 22-27, 2002.

STRATEGIC PLAN REVIEW

The board then reviewed an existing document titled "Strategic Business Plan, May 2000". This was adopted last year at the Mid-Year Meeting. The Board, elected to keep the current document for historical references, but to also develop it's own supplement for a more meaningful goals and objectives document. A new mission statement was adopted with a motion by Bill Meyrahn to approve and seconded by Phil Johnson. This motion passed unanimously. The new document is attached to these minutes. A motion was made and seconded to adjourn the meeting at 1630 hrs. and to reconvene the following morning.

MARCH 31, 2001 (DAY 3)

President Mike Wilson reconvened the meeting from the prior day at 9:00 a.m. on Saturday, March 31, 2001

The major topics of discussion on this day dealt with determining how to distribute by-law changes and strategic plan amendments to the general membership. It was determined that by publishing these items in The Exchange Newsletter, it would allow the general membership time to review the changes and be able to act on them during the General Membership Business Meeting to be held in Kansas City in September 2001. There was a discussion on providing different products for members. A question was raised about contracting out consulting services by IALEP members. It was pointed out that the Association needs to be cautious regarding generating a "profit". The Association currently is chartered as a non-profit entity and while it can offer and sell some products to members such as hats, t-shirts, and mugs; profits generated by consulting activities could change the status of the Association.

CLOSING

A motion to close the meeting was made Tom Smith and seconded by Laurie Anderson. The motions were accepted by President Mike Wilson by unanimous vote and the meeting was adjourned at 1:20 p.m.

STRATEGIC BUSINESS PLAN FOR 2001-2006

COMPLETED APRIL 2001

(SUPPLEMENT TO EXISTING PLAN DATED MAY 2000)

BACKGROUND:

On March 30, 2001, the IALEP Executive Board reviewed the May 2000 version of the Strategic Business Plan. Instead of rewriting the Plan, the Board decided to add this supplement. This supplement can serve as the Board's goals and objectives for the upcoming year. The Board will keep the May 2000 version for historical reference and for the archives, but the Board will work very hard to try to achieve the following goals and objectives. The Board adopted a new mission statement and developed three goals with strategies that can be achieved in this new supplement.

METHODOLOGY:

The Board reviewed the entire Strategic Plan and will add the following supplement.

PARTICIPANTS:

Mike Wilson (President)
Kansas City Police Department,
Kansas City, Missouri

Steve Taratula
(Executive Vice President)
Montebello Police Department,
Montebello, California

Barry Horrobin (Staff Vice President)
Windsor Police Service, Windsor,
Ontario, Canada

Laurie Anderson (Treasurer)
Torrance Police Department, Torrance,
California

Phil Johnson (Repository Director)
Kansas City Police Department,
Kansas City, Missouri

Thomas Smith
(Chapter Representative)
Collier County Sheriff's Office,
Naples, Florida

Bill Meyrahn (Past President)
San Bernardino Parks and Recreation
Department, San Bernardino,
California

Navin Puri (Secretary)
Governor's Crime Commission,
Raleigh, North Carolina

Mission Statement

The International Association of Law Enforcement Planners will be the most valued information resource for the entire law enforcement community worldwide in the fields of planning, research, and other administrative responsibilities.

Goal 1: Focus our energy and resources on serving our members.

Strategies for Goal 1:

1. Respond to member inquiries in a timely manner.
2. Conduct a needs assessment of what members want.
3. Increase communication between IALEP members.
4. Make Executive Board more accessible to IALEP members.

Goal 2: Increase the value of IALEP membership by developing new products and services.

Strategies for Goal 2:

1. Offer two (2) Planner's Courses each year.
2. Create a database of law

enforcement agencies on our website.

3. Explore the feasibility of developing an IALEP referral service. (Area Expertise/Speakers)
4. Explore the feasibility of offering more advanced training in selected topics from the Law Enforcement Planners Course.
5. Develop better multi-media training products (Internet Based Classes/ Video Training)

Goal 3: To increase awareness of the Organization.

Strategies for Goal 3:

1. Supply public relations materials to our chapters.
2. Recruit new members.
3. Increase promotion of IALEP events (Conferences, Planners Course).
4. Enhance the website.
5. Co-ordinate discussions with the chapters to take on IALEP projects.
6. Focus on non-IALEP member agencies (establishing reciprocal links on website).
7. Promote the organization at IALEP events itself.

NCJA/IJIS Institute Decision Maker Seminars on Emerging Technologies for Integrated Justice

The National Criminal Justice Association (NCJA) in cooperation with the Integrated Justice Information Systems (IJIS) Institute and the U.S. Department of Justice, Office of Justice Programs is hosting a series of two-day seminars on emerging technologies for integrated justice.

The NCJA/IJIS Institute Decision Maker Seminars on Emerging Technologies for Integrated Justice are designed specifically for persons responsible for the planning and purchase of justice technology. These seminars will be particularly important for state, local and tribal government officials and legislators who make decisions concerning the purchase and operation of justice technologies in their jurisdictions.

Sessions are scheduled for:

Aug 23-24, 2001 - Washington D.C.

Sep 13-14, 2001 - Springfield, IL

Oct 9-10, 2001 - Austin, TX

Nov 29-30, 2001 - Sacramento, CA

Jan 10-11, 2002 - Orlando, FL

Mar 7-8, 2002 - Boston, MA

The information is also available online at NCJA's website at

<http://www.ncja.org>.

Questions or comments should be addressed to Natalie Schell at 202-624-1443 or by e-mail at nschell@ncja.org.

BY LAWS REVISIONS FOR 2001

ARTICLE III

OFFICERS, ELECTIONS, TERMS OF OFFICE, AND VACANCIES

Section 3 Terms of Office.

3. Staff Vice-President: The Staff Vice-President shall serve as an ex-officio member of the Certification and Awards Committee and shall assist the President and Executive Vice-President with such other duties as may be assigned by the Executive Board.
 - a. The Staff Vice-President shall serve for a term of one year to begin on January 1, following the annual conference.
 - b. The Staff Vice-President shall succeed to the position of Executive Vice-President upon the conclusion of his/her term.
 - c. The Staff Vice-President shall be elected at-large during the annual conference.
 - d. The Staff Vice-President shall co-ordinate the election process for all vacant Board positions each year at the annual training conference.

ARTICLE III

OFFICERS, ELECTIONS, TERMS OF OFFICE, AND VACANCIES

Section 3 Terms of Office

7. Chapter Representative: The Chapter Representative shall serve as official liaison between the Executive Board and the Chapters.
 - a. The Chapter Representative shall serve for a term of two ~~one~~ years to begin on January 1 of the year following his/her election. Additionally, the Chapter Representative shall serve in this position for no more than two consecutive terms.

RULE 8

MEETING OF THE EXECUTIVE BOARD

Section 2. Expenses

3. The Association, provided funds exist for such payment shall pay expenses for lodging and travel of Executive Board members to attend the Mid-Year board meeting. In addition, the Association shall pay Executive Board members a per diem amount, equal to the federal rates established by the Travel Management policy ~~actual food costs, up to an amount of \$30.00 per day~~, while attending the Mid-Year meeting. The Association, upon a majority vote of the Executive Board, may also pay expenses for Committee Chairs to attend the Mid-Year board meeting, if their attendance has been requested in advance by the President or a majority of the Executive Board.



Looking for adventure?

A chance to travel
to exotic places?



Make a difference in the
world of professional planning?

IALEP WANTS YOU!

To serve as a member of the IALEP Executive Board.

Three positions on the Executive Board will be up for election at the
2001 Training Conference in Kansas City:

Staff Vice President

Treasurer

Chapter Representative

If you are interested in finding out additional information or wish to be
considered for any of these positions, please contact President Mike
Wilson or any of the 2001 Board Members.

*Sorry, but the line about traveling to exotic locations was just to get
your attention! Of course, San Antonio, Orlando, Kansas City and
Long Beach aren't bad!*

IALEP: www.ialep.org

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

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

THE ASSOCIATION OFFICE
ADDRESS HAS CHANGED!

PLEASE USE THE
FOLLOWING ADDRESS:

P.O. BOX 11437
TORRANCE, CALIFORNIA
90510-1437

(310) 225-5148

Denise Thurston
Office Manager
admin2asst@mediaone.net

Please send any historical
or PALS related
correspondence to:

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

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.

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:

Mike Wilson - President
Kansas City (MO) Police Department
1125 Locust, Kansas City, MO 64106
(816)889-6049/(816)889-6064 fax
lmwilson@oz.sunflower.org or mwilson@kcpd.org

Steve Taratula - Executive Vice President
Montebello Police Department
1600 W. Beverly Boulevard, Montebello, CA 90640
323-887-1289/323-887-0513 fax
mpdsteve@aol.com

Barry Horrobin - Staff Vice President
Windsor Police Service
445 City Hall Square West (P.O. Box 60), Windsor, ON CANADA N9A 6J5
519-255-6866/FAX: 519-255-6191
bhorrobin@police.windsor.on.ca

Bill Meyrahn - Past President
Administrative Services Manager
City of San Bernardino Parks, Recreation & Community Services Department
547 North Sierra Way
San Bernardino, CA 92410-4816
(909)384-5032 FAX (909)384-5160
meyrahn_bi@ci.san-bernardino.ca.us

Laurie Anderson - Treasurer
Torrance Police Department
3300 Civic Center Drive, Torrance CA 90503-5056
310-618-5677/FAX: 310-618-5635
landerson@torrnet.com

Navin K. Puri - Secretary
Governor's Crime Commission
1201 Front Street, Suite 200, Raleigh, NC 27609
919-733-4564x223/FAX: 919-733-4625
Navin.Puri@ncmail.net

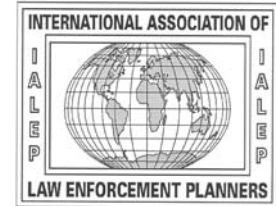
Tom Smith - Chapter Representative
Collier County Sheriff's Office
3301 E. Tamiami Trail, Naples, FL 34112
941-793-9184/941-793-9405 fax
planner@colliersheriff.org

Phil Johnson - Repository Director
Kansas City (MO) Police Department
1125 Locust, Kansas City, MO 64106
816-889-6049 / 816-234-5355 fax
pjohnson@kcpd.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 18th 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."

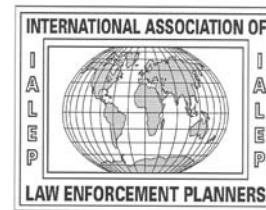
For More Information

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

**Questions about IALEP? Visit the Association Website at www.ialep.org
See you in Kansas City!**



IALEP Exchange
c/o Denise Thurston,
Office Manager
PO Box 11437
Torrance, CA 90510-1437

**IN THE FUTURE,
THE EXCHANGE WILL BE PROVIDED
VIA THE IALEP WEB SITE.
MEMBERS WILL BE SENT NOTIFICATION
(BY EMAIL) WHEN EACH ISSUE IS PUBLISHED.**

**IF YOU CANNOT RECEIVE THE EXCHANGE IN
THIS WAY, CONTACT THE ASSOCIATION OFFICE
TO REQUEST A HARD COPY.**