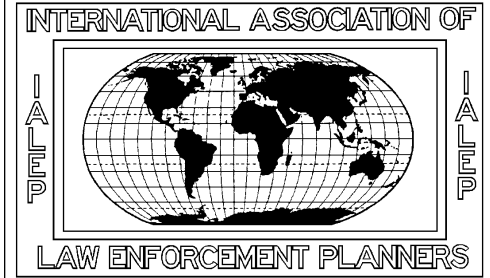


INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS



A MESSAGE FROM THE IALEP EXECUTIVE VICE PRESIDENT

Washington area sniper shootings, the War in Iraq and ongoing domestic security concerns, economic downturn and an inundation of homeland security related grants by overzealous politicians. It's been a crazy nine months around here to say the least! Of course these issues are just a small part of a typical day in the life of a law enforcement planner. As we all know, much more goes on every day.

Despite all the daily issues impacting many of us, IALEP members continue to work hard in meeting the needs of the membership at large. Paul Meeks is putting together a great line-up for this year's upcoming annual conference in Colorado Springs. Brian Scruggs, along with the Illinois Chapter, are meeting and finalizing the conference site for the 2004 annual conference in Chicago. Tom Smith is doing some great work reinvigorating the Florida Chapter. Barry Horrobin, Mark Calhoon and Peter Bellmio are organizing their next Planner's Course offering in Seattle, Washington. These are just a few projects currently underway.

IALEP initiatives such as annual conferences, planners courses and chapter meetings bring home to me the need to remain committed to sharing knowledge while avoiding the all-too-human tendency to withdraw in the unreasoned way that comes so naturally during times of stress, being overworked, organizational changes, and job uncertainty.

As knowledge grows, it is refined and passed on. It is for the benefit of all. As members of IALEP, we are obligated to repay the debt we owe to those who came before us. To transmit learning and offer it to new planners entering our profession is a goal that should guide all of us. It is in this spirit that IALEP carries that tradition forward.

Please let me know if IALEP is meeting your expectations. E-mail me at Tpulaski@pwcgov.org or call me at (703)792-6671.

Tom Pulaski
Executive Vice President, IALEP
Prince William County (VA) Police Department

INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS (IALEP) MID-YEAR EXECUTIVE BOARD MEETING

**April 24, 2003
(Day 1)**

On Thursday, April 24, 2003, a meeting of the Executive Board of the INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS, a Missouri Nonprofit Corporation, was held at the Omni Orrington Hotel in the City of Evanston, Illinois. The following Executive Board members were present: President Barry Horrobin, Executive Vice-President Tom Pulaski, Staff Vice-President Marty Lege³, Past President Steve Taratula, Repository Director Phil Johnson, Chapter Representative Michael Heckelman, and Secretary Navin Puri. Treasurer Laurie Anderson was unable to attend.

2002 Long Beach Conference Closeout Report

President Barry Horrobin welcomed the board and opened the meeting at 8:40a.m. The minutes from the last Executive and General Membership meetings in September 2002 were signed prior to the meeting and approved as written in the last edition of The Exchange. The agenda for the next three days will be slightly modified due to scheduled site visits during the week and the agenda will be adjusted as the meeting is conducted.

Steve Taratula then gave the closeout report from the 2002 Long Beach Annual Training Conference. The conference was a great success and there were 101 registered attendees from different countries in the world. There were also 23 states represented. The event did well

financially. There was a sufficient balance after the expenses and vendors were paid for. While the conference did not generate as many day attendees as hoped, the multiple break-out sessions did very well. It kept the attendees interested in different sessions throughout the day. The feedback indicated that some of the participants felt there were too many sessions at times, but overall most participants seemed very happy with the layout and the results of the conference. The Colorado Springs Conference Committee has indicated there will be no more than 2 sessions per class period for the 2003 National Training Conference.

The Conference Committees have indicated to the Board that using a professional conference planner does help significantly with the overall preparation of a hosting a national training conference. With that in mind, Barry Horrobin made a motion to the floor "to require a professional conference planner to work with all future host conference agencies to deal with logistics, contracts, and location sites, beginning with the 2005 IALEP Annual Training Conference." Phil Johnson seconded the motion. The motion passed unanimously.

Mike Heckelman talked briefly about the logistical challenges of the Queen Mary being an old ship that had rooms scattered around the ship. There was some more discussion around consideration for having sessions on Friday be structured as a course that would count for the Planner's Course curriculum. This has been done in the past (at the 2001 Kansas City

conference) with some success, given the extenuating circumstances that surrounded that conference (September 11th). There was also good feedback from the Roundtable sessions that have been held.

2003 Colorado Springs Conference Update

Barry Horrobin updated the Board on the upcoming 2003 Colorado Springs Conference. He has been in close contact with Paul Meeks, who is with the Colorado Springs Police Department, and the agenda is coming along nicely. This meeting will have a strong academic focus and is very fortunate to have Dr. William Tafoya as the keynote speaker. There will also be presentations by Lt. John Kapinos, who was instrumental in the D.C. Sniper Case, Peter Bellmio on scheduling analysis, and representatives from the Air Force and the Northern Command for Homeland Security are being planned for. The hotel facility is the Antlers Adams Mark Hotel in Colorado Springs and the social events, the banquet, the new member luncheon, and the general membership luncheon are also being put in place. This meeting is being prepared well and it looks to be a good week for all participants.

Site Visits

Brian Scruggs, from the Evanston, Illinois Police Department, and Nora Ackerly, of the Bartlett, Illinois Police Department then joined the Board meeting. They are both members of the Illinois Chapter that will host the 2004 National Conference. They then took the Board on two site visits in the downtown Chicago area, the first

being the Congress Plaza Hotel and Convention Center on South Michigan Avenue. This is an older hotel originally built in 1893 which has a very historic atmosphere. This facility has the adequate conference space that the Association would need for its annual conference.

The Board was then taken to the Embassy Suites Hotel on North State Street. This hotel would offer a suite-style room for all guests, however, it was the consensus of the Board that it lacked the meeting room space to host an annual conference.

Staff Vice President Report

The Board returned to the Omni Hotel and resumed the meeting. The Board briefly discussed the site visits and then continued on with other business. Marty Lege' then provided the Staff Vice President report. She discussed the promotional brochure, which has finally been completed. The paper stock can be used for other promotional publications that the Association may produce in the future. She will e-mail the final draft to the Board for their final input and approval.

Executive Vice President Report

Tom Pulaski discussed the marketing strategy for the 2003 Colorado Springs Conference. One idea is to send a brochure to all agencies within a 600-mile radius of the city to generate more interest in agencies that may want to drive to the conference. This would include many in New Mexico and Arizona. Paul Meeks and his team have worked on this promotional effort. The Board discussed the costs of making brochures for the conference and believes that with proper documentation it can help

accommodate that request. Tom also discussed the idea of the Association working more with other professional organizations such as the IACP, the Crime Analysts Association, and partnering with the Department of Justice on training and evaluation programs.

Repository Director Report

Phil Johnson then gave the Repository Director Report. The Repository and the Archives are about to undergo a major conversion process. This will take all of the important documents that are currently stored and convert them to one format that everyone can read. The Board then discussed which items are deemed the most crucial to save and convert.

- 1) Old Conference Books and Materials
- 2) All Planner's Courses CDs
- 3) All By-Laws
- 4) All Strategic Plans
- 5) All Board and General Membership Minutes
- 6) Member Certifications
- 7) All Financial Records
- 8) List of Conference Attendees
- 9) Copies of the Exchange

These will be the materials that will need to be saved for the archives.

Chapter Representative Report

Michael Heckelman provided the Chapter Representative Report. He discussed the five active chapters: Florida, Illinois, the Southwest, Texas, and Southern California. The four inactive chapters are the Pacific Northwest, RAPP, the Intermountain, and Virginia. Based on 2003 renewals to date, there are 127 members who have paid dues to various chapters, which constitutes about 40% of current Association

membership. This is the same percentage as in 2002. There was some more discussion on what to do with the Pacific Northwest chapter monies that have been collected. One of the ideas is to hold a Planner's Course in the Seattle area and use the monies to offset the tuition costs for those attendees that are in that region. He is also working with other chapters, active and defunct, to see what interest can be generated in revitalizing some of the chapters.

Secretary Report

Navin Puri gave a very quick report on the minutes and strategic plan. He asked if there were any by-law changes and any updates to the Strategic Plan. The Board will review these items on Friday.

Past President Report

Steve Taratula discussed his involvement with trying to secure conference sites for 2004 and 2005. Now that the 2004 site is secure with the Chicago area, he is attempting to help with a 2005 site before the Colorado Springs Conference. He is also working with the candidate selection committee to have candidates ready to fill in for upcoming board vacancies. He would like for all the nominations to be ready for the General Membership Meeting in Colorado Springs.

Planner's Course Update

Barry Horrobin gave an update on the Planner's Course. In November 2002, a course was held in Atlanta, Georgia and in April 2003 a course was held in Fort Worth, Texas. The Atlanta course had 21 attendees and the Fort Worth course had only 12 attendees. This low turnout was due to the war with Iraq that began in March 2003 and many agencies just could not spare their staff to

leave town while the country was on a red alert status. The course is going well and the next course is tentatively scheduled for Seattle in November 2003. This goes back to the earlier discussion of helping the Northwest Chapter either get restarted or doing something with the dues that have been collected.

The Board then adjourned for the evening at 7:10 pm.

April 25, 2003 Day 2

The Exchange

President Barry Horrobin welcomed the board back and opened the meeting at 8:35a.m. He led a discussion on the upcoming issue of the Exchange newsletter. The next edition will be set for around June. Bonnie Golian is doing a great job as editor, but does need material for the newsletter. The next edition will have information on the Colorado Springs Conference, upcoming vacancies on the Board, most recent minutes, and information on other IALEP activities. The submission deadline will be around the third week of May. It is anticipated to have a June 15th mail-out date.

Project/Planner of the Year Awards/ Certification Awards

The Board then discussed these annual awards and recognitions. The deadline for member submissions is June 15th and winners will need to be notified no later than August 15th to ensure that they or a representative can attend the Awards Banquet. There was also some concern that the requirements for certifications may have changed over the years and needs to be revisited. There is

constant change in law enforcement and there are subject areas that need to be added or updated. Also some requirements have come out which may need to be put back in to ensure that the certifications have credibility in the law enforcement community.

Membership and Chapter Development Plans

Mike Heckelman previewed a membership plan which he is now developing as the Chapter Representative. The Association needs to focus on increasing its overall membership because over the past few years it has actually decreased. One of the first things that Mike proposes doing this year is conducting a member survey among the Association. This will look at training needs, development issues, and overall satisfaction of the members with the services they receive from the association. The results of the survey will help inform what steps to take to increase membership. Barry Horrobin and Mike will draft the questionnaire to be distributed via e-mail in June to all Association members. The responses will be collected and results reported to the membership at the 2003 Conference in Colorado Springs.

Mike will also be working very closely with chapters and wants to utilize the website as a better tool for recruitment and retention of IALEP members. There was also some discussion of putting resource material on the web that would help members develop their own chapters in their areas, which may not have a regional chapter nearby geographically.

Site Visits

The Board then conducted a site visit to the Pheasant Run Resort in St. Charles, Illinois. Members of the Illinois Chapter were also present. During the ride to St. Charles, the Board did discuss and update the Strategic Plan. The Board then returned to the Omni Orrington Hotel in Evanston, Illinois and had a site visit with the sales manager there.

The Board then adjourned for the day at 5:30 p.m.

April 26, 2003 Day 3

Brochure Approval

The Board reviewed the various designs for the general information brochure. The Board selected the blue cover with the Map and Compass on it. This selection was unanimous.

Treasurer's Report

The Board then reviewed the Treasurer's Report, submitted in writing because the Treasurer was unable to attend the midyear meeting. The Board also reviewed the 2002 Financial Statement prepared by S.B. Guzman Accountancy Corp. The Association is financially solvent for the 2003 budget year. The Association has received less member dues than the previous year. This is because of a decline in the membership and the fact that many agencies across the country are having financial difficulties and are not paying for individuals to join various associations. The Association also took a loss with the most recent Fort Worth Planner's Course. The Board speculated that this was due to the timing of the war with Iraq, which began right before the course was to start. Eight cancellations

occurred very late. The other line items are doing well and are being spent appropriately. A copy of the Treasurer's letter dated April 23, 2003 will be attached to the minutes.

The Board then discussed the contract administrative services provided by Denise Thurston. The Board has been very pleased with her services and she has received good reviews from members of the Association. The Board will continue to review her level of service on a periodic basis. The Board voted and there was unanimous consent to increase the compensation for contract administrative services by \$75 per month as consideration for the excellent level of service provided. The effective date of this compensation increase will be July 1, 2003.

Chapters Discussion

The Board discussed more on the role of chapters in the Association. The Chapters play a very important role in the overall operation of the Association. One of the items discussed in connection with the membership plan is how to accommodate members who wish to join a chapter, but cannot do so because one does not exist in their geographical area. The Board will work with areas that are interested in developing chapters in areas where they do not currently exist. There was also some discussion on potentially making chapters based on topic area interest. This is done in some organizations where committees are based on specialty areas as opposed to geographic location.

Other Topics

The Board then reviewed a litany of topics. The Board had no proposed By-Law Changes. Steve Taratula added that he is still trying to work with potential hosts for the 2005 National Training Conference. The Board would still like to explore the options of having a city in Canada host the annual conference. He will be in contact with several potential sites prior to the Colorado Springs Conference. The Board also discussed the role of the President at the upcoming IACP Meeting in Philadelphia, Pennsylvania. The role of the President will be to promote IALEP and try to encourage the Chiefs to have their agencies participate in the Association. The Board also met again with Brian Scruggs to discuss the 2004 Conference. While a particular site has not been resolved, Brian and the Illinois chapter are going to look diligently at a downtown Chicago site to generate more interest in the meeting on a membership wide level. Brian will be continually updating the Board on the progress made in this site selection process. There was also some discussion on the role of Board members and the possibility of adding a position or two to the Board in the future. Possible expansion roles could be a Marketing Coordinator, a Training Course Coordinator, or even a Certification Director. These are some possible positions for the future. It was noted that these additions to the Board and/or organization would require By-Law changes. The Board more recently is realizing its limitations as volunteers and that there may be services that need to be hired out

in the future, such as Webmaster and Office Manager. Toward that end the Board will begin researching some of these services for the Association to continue to operate in a more effective and efficient manner. The Board would also like to get more involvement from the members of the Association, since it is a volunteer board, and does take a considerable investment of time after people have done it for many years.

The President then drew the meeting to a close. The Board will meet again in September, 2003.

The board then adjourned until September at 1:45 p.m.

June 2003

Re: SURVEY OF IALEP MEMBERSHIP NEEDS & PRIORITIES

Dear Valued IALEP Member:

The strength and vitality of an association such as ours depends entirely upon the active participation of its members. It is very important for the executive board of IALEP to hear directly from the members regarding your needs and priorities so that we can tailor appropriate methods of addressing them.

To that end, we are conducting a survey to gather direct member input about key aspects of association membership, i.e., training priorities, organizational format, and the perceived value of association and chapter membership. Please take a few moments to complete the brief questionnaire and send it to IALEP President Barry Horrobin via mail or fax by **August 15, 2003** (see contact information printed on the questionnaire).

All questionnaires will be kept confidential. Survey results, which will be reported at the September 2003 conference in Colorado Springs, will be used to refine our strategic business plan for the delivery of services to all of our members. Your cooperation is greatly appreciated, and your input is extremely valuable to the continued success of our organization. Thank you for your participation in this survey.

Sincerely,

The IALEP Executive Board



IALEP 2003 MEMBER SURVEY

1. How do you rate the overall value of your membership in IALEP?	POOR	ADEQUATE	GOOD	EXCELLENT	UNSURE
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2. What would be the most important way for IALEP to increase the value of your membership? CHECK ONE (√)	
Offer more training programs	Establish a regional chapter in my area
Improve the annual conference	Create more networking opportunities
Other (specify):	

3. Which topics would you like IALEP to offer in a two to three day advanced training seminar? CHECK ANY THREE (√)	
Strategic Planning	Police Facilities Planning, Design & Construction
Staffing and Deployment Analysis	Problem Solving Techniques & Applications
Crime Prevention Through Environ. Design (CPTED)	Project Management
Program Evaluation Techniques	Crime Analysis Techniques
Survey Design, Implementation & Evaluation	Other (list):

4. If you belong to an IALEP chapter, how do you rate the overall value of your chapter membership? (SKIP IF NOT APPLICABLE)	POOR	ADEQUATE	GOOD	EXCELLENT	UNSURE
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5. What organizational format do you think would be most beneficial for IALEP members? CHECK ONE (√)	
Association at large with optional regional chapters (current format)	
Association at large with subgroups based on topical interest areas (similar to IACP)	
Other (specify):	

Thank you for your participation. Please mail or fax your completed questionnaire to:
 Barry Horrobin (IALEP President)
 Windsor Police Service, PO Box 60, Windsor, Ontario, N9A 6J5, CANADA
 Fax (519) 255-9880

CHAPTER NEWS

~ Mike Heckelman, IALEP Chapter Representative

Participation in a local chapter is one of the most valuable benefits available to IALEP members. In this issue of the Exchange, I would like to present some general information and recent activities of three regional chapters. Other chapters will be covered in future issues.

Southwest Chapter

The Southwest Chapter has 38 members, mostly from Arizona but also from New Mexico, Colorado, and Nevada. The current president is Ilona Guzman with Mesa, AZ. PD. Chapter meetings are held quarterly and include presentations on various topics of interest, determined to a great extent by previous roundtable discussions. Each meeting lasts for a full day with a program featuring three to four speakers, usually centered on a single topic. Typical attendance includes 25-30 members and guests.

The February meeting, hosted by Phoenix, AZ. PD., focused on survey research. At the May meeting, hosted by the Scottsdale, AZ. PD., members gathered in the Pressbox Conference Room of Scottsdale Stadium to hear four speakers address the planner's role in emergency planning and response, including what planners can do in the event of a terrorist attack. One speaker from Montgomery County, MD, addressed the attendees via telephone, describing how the task force in the recent sniper incidents was quickly developed and how it operated.

The Southwest Chapter, which has its own web site (ialepsw.cihost.com), is supporting the IALEP 2003 conference in Colorado Springs by helping to sponsor the pin and patch trade. If you will be at the conference, make plans to stop by and visit.

Illinois Association of Police Planners

The IAPP was organized more than 17 years ago to serve the needs of planners in Illinois law enforcement agencies. Most of its 25 members are from Chicago area police departments but also include officers from a forest preserve police agency, a county sheriff's department, and teachers from college criminal justice programs and police training agencies. The IAPP became an IALEP chapter in December 1993. The current president is Brian Scruggs with Evanston PD.

The chapter meets twice each year. The mid-year meeting, usually held near Chicago, includes a business meeting, a roundtable, lunch, and occasionally a speaker. The annual fall conference traditionally has been a day and a half event held in central Illinois. After an "early bird" dinner at a favorite restaurant on Wednesday, the conference begins Thursday morning with one or two speakers, followed by a group lunch, a state legislative update, business meeting and elections, and a roundtable. Conferees continue networking in the hospitality room and at dinner on their own. Friday morning consists of a speaker followed by the monthly meeting of the local accreditation group, the Illinois Police Accreditation Coalition (I-PAC), and adjourns by noon.

Beginning in 2002, each conference session includes a discussion of compliance to related accreditation standards. "CALEA's accreditation program is popular in Northern Illinois," says Brian, "so many of our members—and our target members/conferees—are accreditation managers. Our coordinated training events benefit both the IAPP and I-PAC."

Although the 2003 mid-year meeting has not yet been scheduled, this year's fall training conference will be held November 6-7, 2003, in Bloomington, IL. Also, the IAPP has already begun planning the IALEP 2004 conference, which it will be hosting in the Chicago area.

Florida Chapter

The Florida Chapter covers the southeastern United States with most members located in Florida. The chapter organizes itself around north, central and south regions in the state. Traditionally, the chapter has quarterly executive board meetings and an annual state training seminar and business meeting held toward the end of the year after the Association's conference. The current president is Tom Smith with Collier County Sheriffs Office in Naples, FL.

Historically, Florida has had the largest and one of the most active IALEP chapters. However, after hosting the IALEP 2000 conference in Orlando, chapter activities slowed down. Then came 9/11, and subsequent personnel and agency changes occurred which necessitated the cancellation of two

consecutive state training conferences. Happily, the chapter is now in the process of re-energizing with new board members and a campaign to build membership and educate law enforcement leaders about their existence. It has a new website (www.floridaialep.org).

Also, in an innovative move to attract new members, Tom Smith came up with the idea to share a software program developed in his office to track planning projects and files. The program, *Planning & Research Project Management*, was written in MS Visual FoxPro. Tom's agency has re-designed it and is preparing a small users guide. "*P&R Project Management* lets users enter their projects into an easy to log, easy to find database," says Tom. "It provides searchable key words, identifies which filing drawer their project or materials are located in, who is assigned, when its due, when its done and more. It has search capabilities in narrative fields, allows for Word, Excel and other documents to be cross-related to the database. Built-in viewable and printable reports show workload by project, overdue projects, project summaries, actual file contents and more. It can be used to track photo archives, projects, historical resources or a variety of other materials."

New Florida chapter members will be given a free copy of the software in the very near future. The chapter is hoping this "added value" will generate added membership and interest. "Our life blood is flowing and our brains are working overtime thinking of ways to generate interest, activity, and spreading the word," Tom says. Look for more exciting things to be happening in Florida.

Expansion of Repository Director Duties

Repository Director Phil Johnson is one of eight officers of the Association. Traditional duties have included: maintaining the Abstract Listing Service which consists of storing, indexing and dissemination of the abstracts; historian and archivist of the Association; and other special projects. Expansion of current as well as new duties include:

- Converting historical files to a standard format with microfilm archiving of vital records.
- Converting paper documents (ex. Exchange newsletters, bylaws, PALS Catalogs, etc.) to standard word documents to be burned on CDs and archived.
- Managing the Mailmaster and Listserv tasks. The use of the IALEP Listserv has grown extensively over the past few years. Messages need to be sorted and archived. The system needs to be checked daily to ensure it is up and running properly. Spam needs to be monitored as well to ensure system integrity, security, and reliability.

Please be patient with Phil as he learns the Mailmaster and Listserv stuff, and keep those Project Abstracts coming!

Feel free to e-mail Phil with any questions, concerns or requests at:

Phil Johnson
 Planning and Research
 Kansas City, MO. Police Department
Repository@ialep.org or pjohnson@kcpd.org

IALEP 2004 Training Conference Update – Chicago, Illinois

As many of you know, the 2004 Conference will be hosted by the Illinois Chapter and is slated to be held in Chicago, Illinois. The Conference Committee, headed by Brian Scruggs of the Evanston Police Department, has been meeting to finalize the conference site in Chicago. The IALEP Executive Board, at its Mid-Year Executive Board Meeting in April, was impressed with the Illinois Chapter's commitment in providing a meaningful and valued Conference. There is a wealth of law enforcement resources to draw from in the Greater Chicago Metropolitan Area. Additionally, cultural, sporting, recreational and shopping opportunities abound. Transportation to the city is affordable and easy with two airports. The train system (the "L") takes you anywhere you want to go in or around the city. We should all look forward to more information in the near future.

Washington D.C. Area Information Technology Projects Underway

There are two interesting projects underway in the Washington D.C. area spearheaded by the Metropolitan Washington Council of Governments (COG): the Regional Pawn Database project and the Capital Wireless Integrated Network (CapWIN) project.

Regional Pawn Database Project

The Metropolitan Washington Council of Governments (COG) has received a \$1 million grant from the National Institute of Justice (NIJ) for a Regional Pawn database project. The purpose of the regional system is for the participating COG agencies to share pawned property information. The information reported by area pawnshops will be captured and stored in a regional system in a centralized database. The system will deal with the proliferation and sale of stolen property in the Washington region. Mitretek Systems was selected to complete a needs analysis, pawn unit and pawnshop surveys, vendor surveys, alternative architectures, data requirements, and recommended alternatives. Mitretek has recently completed their work. The Washington area Police Chiefs will be briefed on the project early this summer and an RFP will be sent out late this summer.

CapWIN

\$20 million in federal funding has been earmarked for the CapWIN project in response to the growing need for an integrated transportation and criminal justice information network in the Washington, D.C. Metropolitan Region. The CapWIN system will allow for the immediate region-wide dissemination of critical public safety information. Some goals of the program include:

- Develop an integrated mobile wireless network using a shared partnership between transportation and public safety agencies.
- Examine the potential for integrating mobile data platforms into a regional system.
- Develop a network that provides critical information regarding major incidents such as Hazmat, WMD, traffic collisions and criminal incidents.
- Develop a network that is expandable to serve more agencies in Virginia, Maryland, District of Columbia and other states.

To learn more about this project visit the CapWIN website at: www.capwinproject.com

What is the Metropolitan Washington Council of Governments (COG)?

The Metropolitan Washington Council of Governments (COG) is a regional organization of Washington D.C. area local governments. COG is composed of 18 local governments surrounding the United States capital. COG provides regional responses to such issues as public safety, transportation, health and human services and the environment. Under the COG umbrella, there are many working subcommittees including police planners, information technology, communications, etc. For more information, you can visit: www.mwcog.org.

Tom Pulaski
Prince William County, VA. Police Department

Law Enforcement Planner Certification Review

The Planner Certification program was developed for the following purposes:

- Recognize professional abilities and accomplishments
- Promote and encourage professional development
- Provide measures of professional competence
- Provide a basis for developing/establishing job descriptions and functions

It has been a few years since IALEP reviewed the certification program. In an effort to maintain our high level of professionalism and keep the program meaningful, it is vital that our certification standards reflect the most current level of knowledge, law enforcement trends, and skills. Questions that come to mind include:

1. Is there an appropriate level of educational requirements for the Certified Law Enforcement Planner Level and Advanced Certified Planner Level?
2. Are the Topical Areas current, relevant, and valued skills?

3. Are there an appropriate amount of Topical Areas? Are there too many? Are some outdated?

4. Should more Topical Areas be met for each certification level?

As an example, my personal feeling is that information technology is playing an increasingly important role in law enforcement. Information technology planning should be added as a Topical Area. Additionally, Crime Prevention Through Environmental Design (CPTED) has been an area many planners around the country have been involved with for years and should be added to the list.

I am interested to know what your thoughts are, please call or e-mail me. If you are interested in being part of a focus group to discuss these issues, that would be great. My goal is to have a completed review process with recommendations for the conference in Colorado Springs.

Tom Pulaski
(703)792-6671 or Tpulaski@pwcgov.org

IALEP members are encouraged to send articles and items of interest to be included in future Exchange newsletters .

Suggestions include: chapter news, research information, new websites, recently published books, articles, current projects being worked on by agencies, program evaluations, technology updates, etc. Please send your comments or suggestions to:

Tom Pulaski
Prince William County Police Department
Woodbridge, VA. 22192
Fax: (703)792-7056
Email: Tpulaski@pwcgov.org



INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS

June 2, 2003

Hello IALEPERs:

I am contacting you at this time to bring your attention that two positions on the Executive Board of IALEP will be available for election this fall: Treasurer and Staff Vice President. Nominations for these positions are being accepted now with the elections being held at the *2003 IALEP Annual Training Conference* later this year in Colorado Springs, CO.

To qualify as a candidate for any elected office in IALEP, you must be a member in good standing for at least two years, attend at least one prior Annual Training Conference, and submit a letter of commitment from the Chief Executive of your agency. The position of Treasurer holds a two-year term and is eligible for re-election to one additional two-year term. The Staff Vice President is a four-year commitment moving through the four presidential offices of staff vice president, executive vice president, president, and immediate past president. The terms of these offices begin on January 1, 2004. I hope that you will seriously consider each of these positions as an opportunity to enhance your career.

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

We look forward to hearing from those of you who are up to the challenge. Please contact this year's Nominations Committee Chair, Julia Jim at 714-898-3315 ext.460 or julia@ci.westminster.ca.us or myself at 323-887-1280 — mpdsteve@aol.com to be considered as a candidate. You can see details of the positions on the IALEP web page; otherwise, feel free to ask any questions when you make contact.

Looking forward to hearing from you and seeing you in Colorado Springs this September!

Sincerely,

Steve Taratula
Immediate Past President
IALEP Executive Board



WE NEED YOU TO HOST THE 2005 CONFERENCE!!

Please take some time to consider hosting the 2005 annual Conference. The IALEP Executive Board would like to have several venues to select from in the United States as well as Canada. Over the past few years, it has become increasingly difficult having members willing to come forward and host the Conference. As we all know, the Conference is our “marquee” event for learning, networking and sharing knowledge.

The Executive Board provides support and guidance to the hosting agency throughout the planning process. Additionally, we will team the hosting agency up with a professional conference planner who will work closely with issues from negotiating and selecting the hotel site to providing invaluable assistance during the Conference.

A Conference Planning Guide is available on the IALEP website (under the member’s only section, click on Download Library and tab down to Business Documents to Confer.doc). The Guides covers things such as:

- . Selecting an appropriate theme
- . Conference logo
- . Publicizing
- . Conference chair responsibilities
- . Selecting speakers
- . Hotel negotiations/selection
- . Transportation issues
- . Conference administrative matters
- . Registration
- . Vendors

Please make an effort to consider hosting the 2005 Conference. If you are interested or if more information is needed, please contact any IALEP Board member or email ialep@ialep.org.

Law Enforcement Planner's Course

Since its inception, the Law Enforcement Planner's Course has been a widely popular program. It is an intensive one week 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 civilian employees at all levels of planning experience. Past attendees include law enforcement planners, researchers, crime analysts, administrators, supervisors and managers. Areas of instruction include:

- Workload-Based Patrol Allocation and Scheduling
- Implementing Agency-Wide Community Policing
- Strategic Planning
- Program Evaluation
- Tactical, Strategic and Administrative Crime Analysis
- Crime Prevention Through Environmental Design (CPTED)
- Requests for Proposals
- Capital Facilities Planning and Project Management
- Information Technology Planning
- Writing Policy Manuals
- Project Management Principles

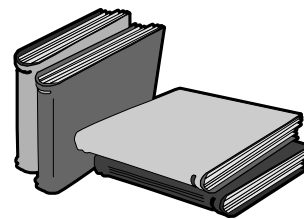
As in the past, the primary instructors will be: Peter Bellmio, Management Consultant, based out of Annapolis, Maryland; Mark Calhoun, Planning Administrator, Newport News, Virginia Police Department; and Barry Horrobin, Planning Director, Windsor Police Service, Ontario, Canada.

The next Law Enforcement Planner's Course is tentatively planned to be offered in Seattle, Washington during the month of November, 2003. Dates will be announced in the near future. Space will be limited to a maximum of 30 students. For more information contact IALEP, P.O. Box 11437, Torrance, CA 90510-1437, call (310) 225-5148 or e-mail ialep@ialep.org.



The Bookshelf

Add this publication to your IALEP book collection:



Title: Police Facility Planning Guidelines, Desk Reference for Law Enforcement Executives

Author: IACP Staff and Consultants

Snapshot: Ever get stuck with an assignment from the Chief or a member of the command staff assigning you to your first facility project? Ever wonder where to start? This handy desk reference points you where you need to go. The facility planning model covers:

- Planning initiation – Identifying current facility problems, establishing a project team.
- Planning/pre-design – Conducting a needs analysis, facility options and site evaluation.
- Budgeting and funding – Developing preliminary project costs, purchasing a site.
- Design and delivery – Selecting an architect, designing a facility and move-in and occupancy.

The desk reference has been available since March, 2002. For your **free** copy, call 1-800-THE-IACP.

MIDYEAR TREASURER'S REPORT

April 23, 2003

IALEP Executive Board
c/o: Omni Orrington Hotel
1710 Orrington Avenue
Evanston, IL 60201

Dear Board Members:

Enclosed are records of the Association's financial activity for your review:

2003 Financials:

IALEP 2003 Budget – projected & actual as of April 22, 2003
2003 Planner's Course – Fort Worth
Account Balances as of 4/22/03
Assoc Income & Expense 2003
Bank & investment account statements as of March 31

2002 Financials:

IALEP 2002 Budget Status – projected & actual
Account Balances 12/31/02
Assoc Income & Expense 2002
Bank & investment account statements as of December 31

Long Beach Conference:

2002 Conference Income & Expense (summary)
2002 Conference Transaction Report (detail)

Historical:

Budget Comparison 1999-2002
Planner's Course 2000-2003

ACCOUNTING REVIEW

All bank statements, cancelled checks, check registers, and related financial records for 2002 were submitted to Richard Soria, S.B. Guzman Accountancy Corp., for review, and preparation of tax returns and a financial statement. Copies of the 2002 financial statement accompany this letter, under separate cover. The tax return is due on May 15 and is not yet available.

MEMBERSHIP

Based on dues received and the fact that renewals have slowed to a trickle, membership is way down this year. See IALEP 2003 Budget for year to date, and the Budget Comparison 1999-2002 for prior year dues collected.

PLANNER'S COURSE

Attendance at the Planner's Course is also down, and the Fort Worth session lost almost \$1,500. See Historical tab. Due to a stringent cancellation clause in the Radisson's contract, it would have cost more to cancel than to go forward.

2002 CONFERENCE

Please note that the conference reports include cash, credit cards, conference checks, Association checks, and electronic transfers. I prepared these consolidated reports to summarize all conference-related transactions. As treasurer of the local chapter, the conference, and the Association simultaneously, I diligently kept the chapter funds separate, but the conference and the Association all end up in the same pot and I was not diligent about keeping those funds separate.

After deducting the \$3,000 advance from the Association, the Long Beach conference netted \$6,251.20. This figure includes a promotional mailing, and does not include the cost of tote bags and lanyards, which was borne by the Association.

In recent years, each conference committee purchased its own lanyards and tote bags. In 2002 those items were purchased by the Association in sufficient quantities for at least two conferences and several Planner's Courses, which got us better pricing. Lanyards and tote bags will be provided to Colorado Springs, as well.

PACIFIC NORTHWEST CHAPTER

We continue to hold dues collected from the Pacific Northwest region, although the Pacific Northwest Chapter has been defunct for several years. This issue has been on the Board's agenda for the past several meetings, and ample time has been allowed for any attempt to revive the chapter. The amount held is estimated to be \$1,000. I have discussed some possible alternatives with Richard Soria, the accountant who has prepared IALEP's tax returns and financial statements for the last two years.

We could attempt to refund the dues, but they were collected in \$10 increments over a period of several years. The amount of work required to identify and generate 100 refunds, and the administrative costs for recipient agencies to process \$10 refunds, make refunds infeasible.

I have recommended to Barry Horrobin that we hold the next Planner's Course in the Pacific Northwest. We would use the funds not to hold the Course, but in some supplementary way, such as sponsorship of a special activity or to underwrite attendance for local members.

We have a fiduciary duty to apply these funds for the benefit of the members in the Pacific Northwest region. If the funds are not spent on some appropriate use in the Pacific Northwest by the end of the year, I recommend that we close the matter by disbursing \$1,000 to a charitable organization in the Pacific Northwest. This is permitted by IRS regulations and Missouri corporations law.

CHAPTER CONTACTS

Please update the chapter contact information on IALEP's website. There have been several instances of lost or uncashed checks because I use chapter contacts from the website when I mail chapter dues checks, and at least three of the contacts for chapter treasurer are obsolete.

ASSOCIATION OFFICE

The Association office is running smoothly and Denise Thurston continues to respond to all inquiries promptly and conscientiously. Denise is considering continuing on with IALEP next year. If she decides to end her work for IALEP, we think we can find someone here who would like to take over, if the Board agrees. That would prevent the need for another change of address and phone number for the Association.

TREASURER'S POSITION

Dan Anderson in St. Paul, Minnesota, and Vince Lopez in Elk Grove Village, Illinois, are interested in the treasurer's position and they both seem well qualified. Copies of our correspondence follow this letter. At this point I'd like to hand them off to the Board Member who handles elections, if I may.

I trust you will enjoy reading the enclosed financial records as much as I enjoyed preparing them.

Respectfully submitted,

Laurie C. Anderson
IALEP Treasurer

INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS**STRATEGIC BUSINESS PLAN****2003-2008****APRIL 2003****(SUPPLEMENT TO EXISTING PLAN DATED MAY 2000)****(AMENDED FROM STRATEGIC BUSINESS PLAN ADOPTED APRIL 2002)****BACKGROUND:**

On April 25, 2003, the IALEP Executive Board reviewed the April 2002 version of the Strategic Business Plan. This supplement served the Board well last year and the Board reviewed and updated the Strategic Business Plan for 2003. This supplement will serve as the Board's goals and objectives for the upcoming year. The Board will keep the original 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 will retain the mission statement that was developed last year and this year the Board will focus on four goals with strategies that can be achieved in this new supplement.

METHODOLOGY:

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

PARTICIPANTS:

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

Tom Pulaski (Executive Vice President)
Prince William County Police Department, Prince William, Virginia

Marty Lege' (Staff Vice President)
Carrollton Police Department, Carrollton, Texas

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

Michael Heckelman (Chapter Representative)
USC Department of Public Safety, Los Angeles, California

Steve Taratula (Past President)
Montebello Police Department, Montebello, 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. To continue to respond to member inquiries in a timely manner.
2. Conduct needs assessment of the membership.
3. Use List Server, the Exchange, and Personal Contact to increase communication between the Executive Board and the General Membership.
4. Promote chapter membership and activity.
5. Make Executive Board more accessible to IALEP members throughout the year.

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

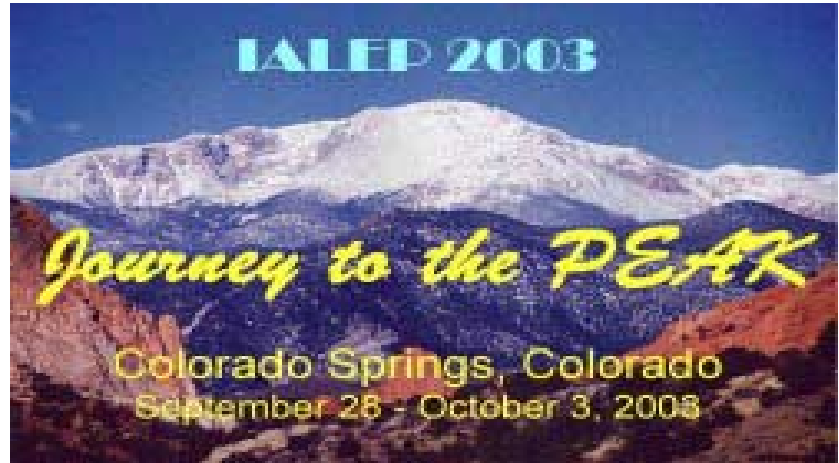
1. Continue to offer two (2) Planner's Courses each year.
2. Explore the feasibility of pursuing more opportunities through partnerships toward developing referral services. (Area Expertise/Speakers)
3. Explore the needs of developing more advanced training in selected topics.
4. Continue to explore alternative modes of delivering training and programs.
5. Review Certification Requirements.
6. Maintain *The Exchange* newsletter on a quarterly basis.

Goal 3: Increase awareness of the Organization.**Strategies for Goal 3:**

1. Procure material i.e. graphics, text, and informational brochures for use on the table top display.
2. Explore costs and types of promotional items as part of the recruitment effort.
3. Provide bulk promotional materials to the Chapters.
4. Contact law enforcement newsletters and trade journals to explore opportunities for promotion via display ads, press releases, training announcements, and submissions of articles.

Goal 4: Expand IALEP membership**Strategies for Goal 4:**

1. Develop new methods for recruiting and retaining members.
2. Assist existing chapters in increasing membership and expanding chapter activities.
3. Promote establishment of new chapters.
4. Support and assist chapters with appropriate resources.



Performance Effectiveness Accountability Knowledge

Reach *your* peak performance with IALEP in Colorado Springs in 2003!

Conference organizers have arranged a **room rate of only \$83 (plus tax)** at the beautiful Antlers Adams Mark Hotel. When you call to register make sure to ask for a room on the west side which will give you an unobstructed view of Pikes Peak and the Front Range.

Travel Information

* Airfare Discounts

The following airlines service the Colorado Springs Airport: American Airlines, United Airlines, Northwest Airlines, America West Airlines, Delta Airlines, Continental Airlines, Allegiant Airlines and Mesa Airlines. American, United, Northwest, America West and Delta have arranged for a 5% or 10 % discount on top of the lowest published airfare that you find. The discount will not apply for zone fares. You must call the airline of your choice, and mention the following code for the airline. The ticket agent will cross reference that number and apply the additional discount. The 5% discount will apply to bookings 30 days out and the 10% discount will apply to bookings 60 days out.

Northwest: World File/Ticket Designator NM2UR
 America West: Cams Code 7309
 Delta: File Number 198060A
 United: Contract # W7KTTW
 American AWD#136000

* Rental Car Discount

Thrifty Car Rental is offering a special rate of \$26.00 per day for all IALEP attendees. Attendees will be provided with an intermediate car on an available basis. If Thrifty runs out of intermediate vehicles, then an economy vehicle will be provided. Attendees must call Thrifty directly at (719) 573-7882 to obtain this fantastic rate. If you encounter any problems, ask to speak with the manager Jennifer Trujillo.

Program Highlights (*subject to change*)

* **Keynote Speaker:** We are very fortunate to have **Dr. William Tafoya**, a retired FBI Special Agent. His is a police futurist who will speak about "The Future of Terrorism."

* **Dr. Kevin Gilmartin**, nationally known law enforcement psychologist, will give a tremendous presentation on the "Emotional Survival for Law Enforcement." The audience is in for a real treat with this presenter.

* **Mora Fiedler**, law enforcement social scientist, will discuss police service accountability in her presentation, "Police Service Accountability Public Safety Communications Center Project."

- * **Lorne Kramer**, city manager and former Police Chief of the Colorado Springs Police Department, will talk about "Leading in the Future." He will provide insight about being a former police chief and now a city manager. He is also a retired Commander with the Los Angeles Police Department. He helped create and commanded the Los Angeles Police Department gang unit.
- * **Assistant Chief John King**, Chief of the Montgomery County, Maryland Police Department's Management Services Bureau, will present an overview of the D.C. sniper case.
- * **Eric Singer**, KKTU (CBS) News Anchor will address the General Membership luncheon on the "Texas Seven" capture in Colorado Springs. Eric was instrumental in the negotiations that helped two of the seven to surrender to our agency. He will talk about the media's role in law enforcement.
- * **Garth Den Heyer** will present a seminar on "Criminometric/Econometric Modeling for Resource Allocation."
- * **Jim Burch**, Assistant Deputy Director of the Bureau of Justice Assistance, US Department of Justice will be making a presentation covering an overview of BJA resources and will seek input from conferees for the BJA FY 2004 Strategic Plan for Law Enforcement Policy Initiatives.
- * **Peter Bellmio**, nationally known law enforcement consultant, will present "Communication Center Scheduling and Workload Management."
- * **Commander Dave Pettinari** will lead a presentation on Internet crimes against children.
- * **Captain Edward Carroll** of NorthCom will make a law enforcement presentation.
- * A representative from **FEMA** will make a presentation.
- * **McClaren, Wilson and Lawrie, Inc.**, Architects present on "Designing Public Safety Architecture."
- * The **Office of Domestic Preparedness** will provide a presentation.
- * **Mr. John Kwan** of VeriPic will present on securing digital photography.
- * **National Law Enforcement and Corrections Technology Center** presentations:
 - Crime Mapping - Noah Fritz
 - Communications Interoperability - Tom Tolman
 - Chemical/Biological Hazard Terrorism - Dr. Phil Danielson
 - DNA - Gregg La Berge
 - Extending Budgets with Government Surplus Property - Paul Reining
- * Practitioner presentations from **IALEP** members.

Social Events and Excursions

Saturday College Football — College Football in Fort Collins, CO. CSU Rams vs. Utah, September 27th. Game time has not been announced. Details on ticket pricing and transportation to be announced.

Sunday Professional Football — Denver Broncos vs. Detroit Lions, September 28, 2003, at Invesco Field at Mile High, kick off time at 2:15PM. Transportation will be provided by Ramblin Express. Cost will vary depending on location of ticket, a boxed lunch will also be served. Price will vary from approx. \$80.00 to \$175.00 per ticket if packages are purchased through Ramblin. The owner of Ramblin Express purchases tickets through a broker. The conference organizer is seeking tickets at cost, which would reduce the cost per person significantly. It is usually not a problem finding tickets at cost and have never had a problem buying tickets for cost at the stadium the day of the game. There are a few good Samaritans left that sell them for face value. The transportation through Ramblin Express will be \$30.00.

Monday Night — The Monday night getaway will take the attendees from the Adams Mark Hotel to the Garden of the Gods Visitor Center. From there, they will be transported to the Garden of the Gods Park for a tour. They will learn the history of the park and how it came to be. The Colorado Springs Fire Department will present a high angle rescue demonstration from one of the Red Rock formations (weather permitting). The tour of the park and the demonstration will be magnificent. We will also provide a quality meal that night while in the park. Garden of the Gods on the web. The getaway is sponsored by ESRI.

Wednesday Afternoon — The Wednesday afternoon excursion is going up the cog railroad to the top of Pikes Peak and then back down to Manitou Springs. The views from 14,000 feet will be spectacular. Guests should remember that the altitude on the mountain may create shortness of breath and other health risks in susceptible individuals. The weather will be cold at the top. The normal temperature for this time of year will be around 65 degrees at 6000 feet above sea level. Make sure to wear appropriate attire as weather during this time of year can change within a few hours. Preview the weather and view from the base using the Pikes Peak Camera site or see summit views at the City of Colorado Springs site.

Pin and Patch Trade — The Pin and Patch Trade will be sponsored by the Southwest Chapter of IALEP. This will take place either Wednesday night after we return from Manitou Springs or on Thursday night before the Dinner Banquet.


Thursday Night Banquet — Thursday evening is reserved for the traditional banquet featuring awarding of Project and Planner of the Year awards, presentation of new Planner Certifications, and announcement of the 2004 Board. The dinner is sponsored by Kustom Signals.

Annual Report Contest

An independent design firm will judge an annual report contest. Agencies wishing to submit their annual report for competition can mail them to Paul Meeks at the conference office or may submit them at registration no later than September 29th.

Vendors (as of 6/20/03)

Portable Computer Systems (Toughbook computers)
 Heimann Systems (x-ray inspection) - *Sponsor of Tuesday's coffee breaks*
 Office Depot - *Sponsor of Monday's coffee breaks*
 Boise Office Products - *Sponsor of Attendees binders*
 ESRI (GIS Software) - *Sponsor of Monday Night's Getaway*
 Glock (sponsor of registration table) - *Sponsor of Registration table*
 Kustom Signals - *Sponsor of Thursday Banquet*
 VeriPic (Kwan Software Engineering, Inc.)
 Data 911
 Colorado Springs Police Protective Association
 Positron - *Sponsors of Thursday's coffee breaks*



For more information contact:
 Officer Paul Meeks
 Colorado Springs Police
 Department
 719-444-7432
 meekspa@ci.colospgs.co.us

Climate

Colorado Springs' pleasant climate is a key element in the area's high quality of life. Weather in the Pikes Peak region is surprisingly mild; uncomfortable extremes are rare. Despite a moderately high-altitude location near the Rocky Mountains, Colorado Springs on average gets less snow than Denver, Salt Lake City or Minneapolis. The mountains capture most of the precipitation from east-moving systems, giving the Pikes Peak region dry and sunny weather during most of the year.

While snow is not uncommon, snowfalls do not remain on the ground long. Sunny days are abundant during the winter and the sun's intensity at this elevation quickly melts snow from streets and sidewalks. Warm Chinook winds also help moderate the winter climate. These northwesterly winds can cause rapid increases in temperatures, reminding residents that the Indian meaning of Chinook is snoweater. An additional advantage of Colorado Springs' climate is the relief it offers persons who suffer from allergies and asthma. In decades past, the area was promoted as a health resort where people could go for relief of respiratory ailments.
 (from the City of Colorado Springs website)

IALEP 2003

*Performance
Effectiveness
Accountability
Knowledge*

*Colorado Springs, Colorado
September 28—October 3, 2003*

Antlers Adams Mark Hotel



Journey to the PEAK

IALEP is dedicated to training, certifying and advancing law enforcement planners in their fields. Members are sworn and civilian employees of federal, state, regional, and local law enforcement agencies; domestic and international, public and private.

The annual training conference is a great way to build knowledge and network with others!



Conference Information: (719) 444-7432
Hotel Reservations: (719) 473-5600 or
(800) 444-ADAM

2003 IALEP Registration Form

Regular Registration.....\$395.00
One Day Registration.....\$95.00 x ____ = \$____
Annual Membership (required)..... \$50.00
TOTAL:.....\$____

First IALEP Conference?.....Circle one: YES NO

IALEP is a non-profit corporation. US Federal Tax ID #43-1569519

Make checks payable in U.S. Dollars to: **IALEP 2003 Conference**

Mail registration and payment to:
Colorado Springs Police Department
Attn: Paul Meeks MC 1565
705 S. Nevada Avenue
Colorado Springs, CO 80903

Name: _____

Organization: _____

Address: _____

Phone: _____

E-Mail: _____

Guest s Names: _____

YOUR 2003 EXECUTIVE BOARD

President

Barry Horrobin

Windsor Police Service
Windsor, Ontario, Canada
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bhorrobin@police.windsor.on.ca

Treasurer

Laurie Anderson

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Torrance, California
(310)618-5677
landerson@torrnet.com

Executive Vice President

Tom Pulaski

Prince William County PD
Prince William, Virginia
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tpulaski@pwcgov.org

Secretary

Navin Puri

Governor's Crime Commission
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Repository Director

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pjohnson@kcpd.org

Past President

Steve Taratula

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Chapter Representative

Michael Heckelman

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