



# **Law Enforcement Planner Certification**

## **Application and Standards**

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**International Association of Law Enforcement Planners**

**Application and Standards Effective October 2015**

# Overview of Law Enforcement Planner Certification

The International Association of Law Enforcement Planners (IALEP) provides professional certification of law enforcement planners at two levels:

- 1. Certified Law Enforcement Planner**
- 2. Advanced Law Enforcement Planner**

Certification has been developed for the following purposes:

- to recognize the professional skills, abilities, and accomplishments of individual law enforcement planners;
- to promote and encourage professional development of 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 the employers of law enforcement planners with a basis on which to establish position descriptions.

## Requirements for Certification

### **Both Levels**

Current IALEP “Active” membership

### ***Signatures:***

1. Chief Executive signature verifying assignment and experience
2. Immediate supervisor signature verifying assignment and experience
3. Applicant signature

### ***Documentation:***

- Completed application
- Written explanation of coursework, training, and work experience
- Authentic copies of college/university transcripts
- Copies of any applicable training verification certificates

U.S. \$100 fee (per certification level) **NOTE: This fee is non-refundable**

## **1) Certified Law Enforcement Planner**

### **General Education Requirements (college or university):**

- 6 semester hours in writing, English language, composition, or literature
- 3 semester hours or equivalent documented training in general statistics or data analysis
- 3 semester hours or equivalent documented training in research and/or evaluation methods

### **Experience:**

- One year law enforcement planning with a 4 year degree, OR
- Two years law enforcement planning with a 3 year degree, OR
- Three years law enforcement planning with a 2 year degree, OR
- Seven years law enforcement planning or related documented functions/duties if no degree

**Note:** Other combinations of education and experience may be considered on a case by case basis but experience alone cannot take the place of the general education requirements.

Required knowledge, skills, and abilities:

## **12 of 26 topical areas and credit equivalents**

Note: Please provide both the course name and number as it appears on the transcript(s) when requesting educational course credits. Also, if using course work to obtain credit toward a topical area, please include a description of the course and not just the name of the course.

\*\* Please remember that a college/university course can only be used once in the application. If it is used to meet a general education requirement, it cannot be used to fulfill credit for a topical area and courses used in the topical areas can only be claimed once.

## **2) Advanced Certified Law Enforcement Planner**

Achievement of Certified Law Enforcement Planner designation

Education (college or university):

4 year college/university degree

Experience:

5 years experience in a law enforcement agency of which 3 years must be in a law enforcement planning capacity/role/function

Required knowledge, skills, and abilities:

**18 of 26 topical areas and credit equivalents**

### **Establishing Credit for Topical Areas**

The topical areas for certification have been chosen specifically for their relevance to the current practice of planning in a law enforcement setting. Not all work activities performed by those employed in “planning” positions are included in the topics. Most planners wear many hats in their jobs, only one of which is “law enforcement planner”. The topics included here are those that are deemed core to law enforcement planning or are directly related application areas in which a certified planner might reasonably be called upon to perform and excel at.

Credit in topical areas will be granted for:

- College (university) course work directly in or closely related to the topical area (official transcript showing proof of passing grade required), OR
- Continuing Education Units (CEU) directly in or closely related to the topical area, OR
- Specialized professional training (40 hours cumulative with certificates of achievement or tested competence), OR
- Experience (demonstrated competence in the topical area as laid out in the standard and verified by supervisor and CEO signatures on the application. Examples of duties, projects and assignments utilized in one topical area cannot generally be utilized in another area unless substantial participation by the applicant can be explained. If the same work item is utilized in more than one area, the aspects of the item must be specifically addressed to show competency in the topical area at hand. It is best to provide different examples for each topical area. Be specific in describing your personal involvement and contribution in the example of work, function or assignment instead of stating “my section” or “my

bureau”. One to two paragraphs or ten lines is normally sufficient to explain and show competency.), OR

- A combination of formal education, professional training and relevant experience sufficient to ensure competence in the topic area.

Credit equivalent to a single topical area (not specified) will be granted to members successfully completing the Basic Police Planners Course offered through IALEP (verified through photocopy of signed course certificate).

Credit equivalent to a single topical area (not specified) will be granted to members who have attended three (3) or more IALEP annual training conferences (verified through photocopy of signed conference certificates).

## Submission Deadlines

Members seeking certification must submit their application ***electronically*** no later than May 15<sup>th</sup> for consideration during that calendar year. Any deficiencies noted in the application will be communicated in writing to the applicant seeking certification. The applicant will have thirty (30) days from the time the electronic submission (ie: e-mail) is made to provide clarification or correct any deficiencies. Any appeals of the decision of the certification committee will be conducted during the course of the annual conference before a committee made up of the executive board of the International Association of Law Enforcement Planners.

## Application Processing

The completed application, signatures, and related attachments should be scanned and sent electronically to:

**office @ialep.org**

The \$100.<sup>00</sup> (U.S. funds) application payment shall be sent to:

International Association of Law Enforcement Planners  
Certification Committee  
P.O. Box 11437  
Torrence, CA 90510-1437

The Application Review Coordinator will review the submission for:

- Current IALEP “Active” membership – verified with IALEP Treasurer
- Appropriate signatures
- General education requirements (writing, statistics and research methods) – review transcript
- Years of college and degree verified by transcript
- Conference attendance, Basic Planners Course Certificate where applicable
- Current Job Description
- Receipt of \$100 (U.S. funds) application fee
- Topical Area Assessment:
  1. Check college transcript for course descriptions and relevance
  2. Check continuing education certificates, course descriptions and relevance

3. Check training certificates, course descriptions and relevance
4. Review experience statement for extent and relevance
5. Determine whether sufficient topical areas achieved for certification level

For each topical area where competence is claimed, the Certification Committee will examine and weigh the total achievement of formal education, continuing education, professional training and work experience against the requirements of the topical area. The Committee will determine whether sufficient evidence of competence exists for each topical area. If there is a question or information is missing, notification will be sent to the applicant (typically via telephone or email) describing the problem and requesting more information. Adequate reply to information requests must be received within 30 days. As needed, communication with the applicant's chief executive will occur.

Upon approval of the certification application, a letter will be sent notifying the applicant that all is complete and the award will be made at the annual conference.

## **Announcements of Certification**

The Training & Certification Coordinator, along with the President of the Association, will announce and present the Awards of Certification at the annual conference.

## **Instructions for Completing the Certification Application**

Note: The application for certification must be submitted in English. If documents (college/university transcripts, certificates, etc.) are submitted in any language other than English, translations of pertinent portions must be attached. All documents and materials must be able to be submitted electronically via email.

1. Review the requirements for certification.
2. Complete the application form. (**Note: Please print your name as you want it to appear on the certificate**)
3. On the "knowledge, skills, and abilities checklist" mark the topical areas in which competency is claimed and the method (course work, CEUs, training, or experience) by which competency is being demonstrated.
4. Attach separate sheets with explanations numbered and titled the same as on the "knowledge, skills, and abilities checklist" for any topical areas where a claim of competency is made.

For college or university coursework provide the title of the course and the institution. If the title of the course does not make its applicability to the standard obvious, provide a description of the course indicating how it applies.

For coursework where Continuing Education Units were awarded, indicate the title of the course, the number of CEUs awarded and whether the CEUs were in accordance with the International Association for Continuing Education and Training (IACET) definition of "one CEU equals 10 contact hours of participation in an organized continuing education experience under responsible sponsorship, capable direction, and qualified instruction." If the title of the course does not make its applicability to the standard obvious, provide a description of the course indicating how it applies.

For professional training or experience submitted to satisfy a topical area, provide sufficient details so that the certification committee can determine applicability to the standard.

5. Attach scanned copies of certified college transcripts submitted in fulfillment of any certification requirement.
6. Attach scanned copies of any other certificates or training records needed to demonstrate fulfillment of topical area requirements.
7. Attach your current job description.
8. Have the verifications page signed by your immediate supervisor and the chief executive of your agency.
9. Sign the certification on the verifications page.
10. Submit the certification application and required documentation by email to [office@ialep.org](mailto:office@ialep.org) along with a check, money order, or purchase order for U.S. \$100 per level of certification requested to:

International Association of Law Enforcement Planners  
Certification Committee  
PO Box 11437  
Torrance, CA 90510-1437

# Application for Law Enforcement Planner Certification

Type of Certification Sought:  Certified Planner (US\$100)  Advanced Certified Planner (US\$100)  Both (US\$200)

Name \_\_\_\_\_

Job Title \_\_\_\_\_

Agency \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

## Agency Experience

(Attach additional pages if extra space is needed.)

Attach a copy of your job description.

Years with current law enforcement agency \_\_\_\_\_

Years with past agencies \_\_\_\_\_

Years as a law enforcement planner \_\_\_\_\_

Years as a law enforcement planner with current agency \_\_\_\_\_

Immediate supervisor name & title \_\_\_\_\_

If there is more than one person in the chain of command between you and the CEO of the agency, explain your position in the chain of command:

\_\_\_\_\_

\_\_\_\_\_

**Education and Training**

(Attach additional pages if extra space is needed.)

Highest educational level \_\_\_\_\_

List all college degrees awarded with major/program and institution:

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List at least six (6) hours (2 semester courses or three quarter courses) of college/university coursework in writing, composition, or literature:

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List at least three (3) hours (1 semester courses or two quarter courses) of college/university coursework in general statistics:

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List at least three (3) hours (1 semester courses or two quarter courses) of college/university coursework in research methods:

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**Participation in Planning Organizations**

(Attach additional pages if extra space is needed.)

List IALEP conferences attended: \_\_\_\_\_

Do you participate in other local, state, or federal planning organizations? (list) \_\_\_\_\_

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Are you a member of an IALEP Chapter? (list) \_\_\_\_\_



# Knowledge, Skills and Abilities Checklist

Mark the “credit sought” column for each topical area in which competency is being claimed and then indicate for each claimed area the method by which competence is demonstrated. Details or explanations should be on a separate sheet.

Credit Sought	Topic Number	Topical Area (See Knowledge, Skills and Abilities Standards for Requirements)	Method of Demonstrating Competency			
			College or University Credits	Continuing Education Units	Professional Training	Experience
			Documentation required			
			Attach certified copies of transcript	Attach copies of CEU certificates	On a separate sheet list details of training or experience. Attach copies of training certificates or documentation.	
	1.	Budgeting/Financial Information Analysis				
	2.	Data Collection & Survey Design Techniques				
	3.	Strategic Communication/Social Media Applications				
	4.	Inter-Governmental Liaison				
	5.	Business Process Review/Process Mapping				
	6.	Police Auditing and Risk Management				
	7.	Crime Analysis				
	8.	Policy Development				
	9.	Grants				
	10.	Program Evaluation and Performance Measurement				
	11.	Strategic Planning / Business Planning				
	12.	Operations and Staffing Analysis				
	13.	Project Management				
	14.	Community Policing/Mobilization/Problem Solving				
	15.	Procurement Analysis / Police Equipment Coordination				
	16.	Human Resource Planning				
	17.	Emergency Management Planning				
	18.	Applied Research				
	19.	Facilities Planning				
	20.	Crime Prevention Through Environmental Design (CPTED)				
	21.	Accreditation				
	22.	Information Technology (IT) Planning and Coordination				
	23.	Police Organizational Governance & Procedural Justice				
	24.	Business Case Development				
<b>Credit Equivalence</b>			Indicate dates and location(s) of course or conferences			
	25	IALEP Basic Police Planners course				
	26	3 or more IALEP annual training conferences				

# Verifications

## Chief Executive Officer of Applicant's Agency

I have reviewed the agency experience, education and training, and topical area justifications submitted with this application for certification and verify the accuracy and truthfulness of the information.

Printed Name \_\_\_\_\_ Title \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

## Immediate Supervisor of Applicant

I have reviewed the agency experience, education and training, and topical area justifications submitted with this application for certification and verify the accuracy and truthfulness of the information.

Printed Name \_\_\_\_\_ Title \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

## Applicant

The information contained in this application is accurate and truthful. The International Association of Law Enforcement Planners has my permission to verify by any means any statements, transcripts, and training records referred to in this application. My signature provides authorization to release such records to IALEP for purposes related to the review of this application for certification.

Printed Name \_\_\_\_\_ Title \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

# **Knowledge, Skills and Ability Standards**

The standards for competency established for each of the topical areas indicate the knowledge, skills, and abilities required for granting certification credit. Each area description also includes examples of the type of on-the-job experience that may demonstrate competency. These examples are not meant to be all-inclusive. While not every element of the topical area must be covered, sufficient breadth and depth must be attained. Through written explanation the applicant should provide sufficient details of courses taken and tasks completed so that the certification committee can determine if the coursework, training, and experience submitted satisfy the standard.

## **1. Budgeting/Financial Information Analysis**

Develop or assist in the development of the annual budget for a major portion of an agency or for the entire agency. Project expenditure requirements for personnel, equipment, facilities and programs as needed. Participate in the development and/or monitoring of budget related financial performance measures. Supervise, monitor, and/or audit expenditures for a department or division within an agency. Assist the agency with capital budgeting, including bond program development and presentation.

## **2. Data Collection & Survey Design Techniques**

Be familiar with the principles of survey question construction, sampling statistics and design, and interpretation of survey results. Extract data from automated information systems, use computer systems to aid in analyzing information and interact effectively with information system professionals. Obtain relevant data from other law enforcement agencies and gather relevant information through meetings, site visits, library/research investigations, and other acceptable research methods. Be aware of common pitfalls in the interpretation of law enforcement, demographic and government data and statistics. Understand validity and reliability issues related to testing and performance assessment.

## **3. Strategic Communication/Social Media Applications**

Author or assist with writing documents or communications that assist the organization in its operational performance. Clearly demonstrate the ability to communicate in written form by composing progress reports, proposals, technical documents, blogs, tweets, Facebook posts, informational reports, publications, annual reports, public presentations, graphic portrayals, newsletters, resource manuals, or other departmental reports.

## **4. Inter-Governmental Liaison**

Formally represent the agency, department or division head in meetings, on task forces, major civic/community projects or initiatives, or with community groups to coordinate resources and activities. Author correspondence to other governmental entities, either for the department/division head signature or as the primary author. Act as department/division liaison with other departmental entities in order to coordinate resources and to provide direction for other agency activities.

## **5. Business Process Review/Process Mapping**

Actively lead or meaningfully participate in the evaluation of the organization's current business process for the purpose of identifying enhancements and opportunities for improvements and how (or if) advanced functionality can be configured to support the desired improvements. The Business Process Review typically begins with an evaluation of your current practices, done with the ultimate goal of measuring organizational performance against industry standards/criteria to determine the most efficient way for your organization to perform its necessary functions.

## **6. Police Auditing & Risk Management**

Conduct operational audits of the various functional areas within a police organization to ascertain compliance with agency policies, procedures, or accreditation standards for identifying and preventing organizational risk. Prepare compliance reports and associated remedial action plans. Monitor incident records for vulnerability to corporate and business risk liability. Develop operational practices to minimize risk exposure to employees and the public.

## **7. Crime Analysis**

Participate in the systematic gathering, storage and analysis of administrative, tactical, or strategic information and reports and other information about crime (Note: This is NOT to be confused with experience working on actual criminal investigations). Provide timely and pertinent information relative to crime patterns, series or correlation. Identify or assist in the identification of criminal suspects through analysis of descriptions, patterns and modus operandi, to aid patrol and investigative personnel toward increasing the number of apprehensions and cases cleared. Provide crime and incident related information to assist operational and administrative personnel in the planning and deployment of resources for crime prevention, problem resolution or for departmental or divisional planning and budgeting.

## **8. Policy Development**

Develop, revise, update and write policies and procedures for an agency or sub-element within the agency. Coordinate the overall direction of the policy development through communications with senior staff and by gathering input from throughout the agency. Analyze congressional and legislative actions, court decisions, regulatory and statutory changes, relevant laws and ordinances to assess impact on department policies, procedures and operations. Read, comprehend, interpret and draw valid conclusions from legal documents, statutes, criminal laws, ordinances and regulatory measures. Identify policy trends by researching technical papers, professional journals, federal publications, and other resource material. Benchmark agency policies and standards against the policies, procedures and best practices of other law enforcement agencies. Be familiar with law enforcement accreditation and its relationship to agency policy. Ensure that directives comply with applicable laws and regulations and are clearly and concisely written.

## **9. Grants**

Write or coordinate the writing of proposals for federal, state/provincial, private or other types of grants, including goals, objectives, work programs, budgets, performance measurement, and evaluation criteria. Maintain current knowledge of funding sources available to law enforcement agencies and demonstrate the ability to meet application and submission requirements for federal, state, and local grants. Assist in grant management, reporting and auditing.

## **10. Program Evaluation and Performance Measurement**

Review a program or initiative's stated mission, goals and objectives against its actual accomplishments to determine its effectiveness and efficiency. Components of the evaluation should include original program design and planning assumptions, evaluation research design, performance metrics/development of empirical performance measures, and data collection instruments and procedures, statistical analysis of the data, conclusions and preparation of an executive summary that is useful for decision support.

## **11. Strategic Planning / Business Planning**

Participate in, or actually conduct an analysis of a law enforcement agency, department, division or major program that helps articulate a proposed long-range course of action. Fiscal, economic, political, demographic and other social issues affecting the program should be assessed. The analysis must include articulating a vision; reviewing the mission statement; assessing the strengths, weaknesses, opportunities, and threats facing the program; specifying the goals, objectives and action steps necessary to meet the strategic vision; developing effective evaluation criteria; and establishing a review mechanism following completion.

## **12. Operations and Staffing Analysis**

Correctly develop and use workload measurements of organizational units of a law enforcement agency to develop allocation and deployment schedules that will result in efficient staffing and resource deployment patterns for the agency. Demonstrate an understanding of policy considerations such as committed vs. uncommitted time, call management, chronological and geographical distribution of workload needs of the population, local government policy, changes in demography, and crime information which influence allocation decisions and staffing patterns. Effectively use principles of workflow measurement and analysis, business process streamlining, methods improvement and/or productivity enhancement to implement effective changes.

## **13. Project Management**

Assist agency strategy implementation through successful project planning and follow through. Use modern project management principles to assist with project work planning, activity, time and budgetary control, and project assessment and close out. Develop or assist with development of the business case and refinement of the project scope, identification of major activities, specification of deliverables, recruitment of team members and definition of their responsibilities. Participate in the identification of monetary, human, and capital resource requirements, reporting and review cycles and the creation of timetables, exit criteria and needed signoffs. Demonstrate the communication, coaching and persuasion skills needed to implement and maintain a successful project management program.

## **14. Community Policing/Mobilization/Problem Solving**

Assist law enforcement agency transition from traditional reactive practices of law enforcement to more proactive, problem solving approaches that directly engage residents and property owners. Demonstrate familiarity with, and a good working understanding of, the concepts of community policing and problem solving, and the identification and effective use of community resources, community partnerships, government resources, and internal resources unique to the agency. Develop and/or implement proposals or organizational changes to support community policing and problem solving. Show competence in problem solving and in applying problem solving models such as SARA (Scanning, Analysis, Response and Assessment) to community-identified crime and disorder problems. Assist with the formation and maintenance of partnerships with the community.

### **15. Procurement Analysis / Police Equipment Coordination**

Demonstrate knowledge and/or experience with formal bidding guidelines, request for proposal procedures, selection of vendors, establishment of product evaluation criteria and reporting requirements in governmental procurement processes. Develop or participate in conducting cost-benefit analyses of specific purchases, supply methodology studies, and other related research. Demonstrate responsibility or key involvement in the acquisition, purchase, operation, maintenance, and replacement of major equipment (police vehicles, radio/telecommunication equipment, etc.). Coordinate logistics activities of equipment and staff for major community events. Prepare any related financial documentation for new and used equipment.

### **16. Human Resource Planning**

Conduct human resource planning by analyzing current levels of employee skills, attitudes and behaviors and designing programs to enhance the competency of an agency or work unit and the individual skills of its members. Evaluate existing training programs, formulate concepts and generate strategies and solutions for training needs. Cultivate internal and external resources to enhance staff capabilities, skills, knowledge and behaviors. Participate in the recruitment and performance evaluation of employees. Assist or counsel employees in meeting professional educational and career goals. Demonstrate understanding of training strategies and methodologies, educational principles as applied to adult training, training needs assessment and program analysis/development.

### **17. Emergency Management Planning**

Develop or assist in the development of emergency management plans for a given jurisdiction in cooperation with other agencies. Review and interpret state/provincial, federal, and local laws and regulatory measures to ensure coordinated emergency responses for a wide variety of major incidents. Advise agency managers in the application of relevant regulations. Conduct assessments of local resources and identify limitations of various public safety and public service agencies response capability to events/disasters. Develop agency policies and procedures to ensure compliance with established standards for medical surveillance, safety, equipment, training, and emergency response operations. Periodically review agency readiness for responding to emergency events/disasters. Prepare related resource manuals and training information on emergency management services to the community being served.

### **18. Applied Research**

Design research projects, test hypotheses and conduct inquiries using qualitative and quantitative research methods for gathering and analyzing data. Develop research proposals by defining problems, setting objectives, and selecting appropriate research methodology. Employ non-empirical methods of gathering data including in-depth interviews, focus groups, case studies, field observations, literature reviews and historical searches. Demonstrate knowledge of empirical methods of gathering and analyzing data including predictive studies, controlled evaluation research experiments, quasi-experimental methods, model building and statistical and multivariate analysis. Develop research instruments, questionnaires and surveys to collect information. Draw upon print and electronic sources of information using quantifiable data from victimization surveys, UCR, M-O files, offender based tracking statistics, and local crime reports. Develop sources for obtaining information on land use, economic, and demographic characteristics of the community. Understand forecasting, geocoding and computer mapping applications. Prepare research reports employing both descriptive and explanatory levels of statistical and data analysis that demonstrate the knowledge, skills and professionalism needed to conduct applied research in a law enforcement setting while adhering to proper research ethics.

## **19. Facilities Planning**

Demonstrate knowledge of, and/or successful experience with the planning, design, and construction of law enforcement capital facilities. Participate in the development of space needs assessments and space allocation projections for existing and future facilities. Select and work closely with project architects and engineers in developing concept designs, working drawings, building specifications, and construction drawings. Review drawings for carrying out building renovations, furniture selection and placement, repairs, and additions to existing facilities.

## **20. Crime Prevention Through Environmental Design (CPTED)**

Conduct safety and security design assessments of buildings, parks, roadways, parking facilities, schools, and public spaces based on the principles of Crime Prevention Through Environmental Design (CPTED). Apply concepts of defensible space to substantiate decisions for changes to various elements of the built environment to improve safety and security. Work closely with municipal planning and engineering officials, developers, and architects on projects to ensure safe design. Review drawings for new or renovated buildings or developments to maximize safety and security in the final design.

## **21. Accreditation**

Lead, manage, or coordinate an agency-wide accreditation initiative through a recognized accrediting organization such as CALEA or some other certified state, provincial, or federal standards organization. Facilitate regular workplace inspections by auditors to ascertain compliance. Prepare reports to identify compliance to established standards or deficiencies thereof. Assist with training of staff to achieve accreditation standards compliance.

## **22. Information Technology (IT) Planning and Coordination**

Demonstrate responsibility or key involvement in the acquisition, operation, maintenance, and replacement of information technology equipment, including mainframe computer hardware, personal computers, in car mobile data terminals, standardized and customized software applications, and other specialty equipment and applications. Facilitate the development of IT specifications to address agency requirements and coordinate proposal submissions from prospective vendors. Provide related training and troubleshooting on equipment and applications. Develop and work with Geographical Information Systems (GIS) and computer mapping applications. Prepare financial documents relating to depreciation and cost benefit analysis for new and used equipment. Oversee and/or approve budgeting and purchasing of new or additional hardware and software, etc.

## **23. Police Organizational Governance & Procedural Justice**

Demonstrate tangible involvement in the mechanisms, processes and relations by which organizations are controlled and directed. Governance structures and principles identify the distribution of rights and responsibilities among different participants in the organization (such as oversight bodies like a police services board) and include the rules and procedures for making decisions in corporate affairs and the processes through which objectives are set and pursued in the context of the social, regulatory and market environment. Governance mechanisms include monitoring the actions, policies, practices, and decisions of organizations, their employees, and affected stakeholders.

## **24. Business Case Development**

Direct involvement in the development of documentation that captures the reasoning for initiating a project, program, or major task for the organization. Such documentation is typically presented in a well structured written document, but may also sometimes come in the form of a concise presentation given to stakeholders. The business case should provide the logic behind its purpose and value to substantiate the commitment of resources such as money or staff to successfully undertake the project that addresses a defined business need for the agency. A compelling business case adequately captures both the quantifiable and unquantifiable characteristics of a proposed project. Business cases can range from comprehensive and highly structured, as required by formal project management methodologies, to informal and brief. Information included in a formal business case could be the background of the project, the expected business benefits, the options considered (with reasons for rejecting or carrying forward each option), the expected costs of the project, a gap analysis, and the expected risks. From this information, the justification for the project is derived.

## **25. IALEP Planner's Course**

Successful completion of the one week IALEP law enforcement planner's course as evidenced by proof of attendance through a copy of signed course certificate.

## **26. Attendance at IALEP Annual Conference**

Attendance at a minimum of three (3) annual conferences of the IALEP as evidenced by proof of attendance through a copy of the applicable conference certificates.