

**INTERNATIONAL  
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LAW ENFORCEMENT  
PLANNERS**



**Y2K CONTINGENCY PLANNING:  
WHAT IF ...**

Y2K Planners Troubleshoot the Civic Safety Net

by Heather Hayes

When it comes to disasters, cities and counties throughout the United States are prepared to face just about anything: hurricanes, tornadoes, blizzards, earthquakes, mudslides — even terrorist attacks and nuclear war. But the crisis that many people expect to occur when the internal clocks on computer systems roll forward to Jan. 1, 2000, has city managers and emergency management teams more than a bit anxious.

After all, no matter how much software remediation and testing is done, there remains the risk that comes with having to rely on unknown and untested external systems for vital services such as power, communications and water. And then there's the matter of embedded chip failures in such disparate tools as car engines, telephone switches, power grid systems, water treatment systems and hospital equipment.

“The difference with this [crisis] is that we know exactly when it will occur, but we have no idea how bad it's going to be,” said Bob Cass, city manager of Lubbock, Texas. “There are some people who say it's much ado about nothing and others who swear up and down that this is Armageddon in the making. Personally, I think there will be some failures and a few inconveniences but nothing that can't be fixed fairly easily. But since we are responsible for the health, safety and welfare of 200,000 people, we're going to prepare for the maximum possibility.”

With only a year left, such uncertainty about whether mission-critical systems will hold up under the impending date change is forcing city and county managers to begin developing extensive contingency plans that rely on more old-fashioned systems, such as fuel-powered generators, two-way radios and even manual typewriters, to ensure that life goes on when the clock strikes midnight.

“The problem is that you can have every single one of your systems compliant and tested, and there are still no guarantees,” said Garvin Brakel, chief information officer of Spokane, Wash. “There's just too much interdependence between systems, and there's no real way of telling where there might be a breakdown in the system.”

**Case Studies: California  
Year 2000 Readiness**

- \* 73.6 percent of jurisdictions had a Year 2000 compliance plan.
- \* 58.1 percent had no budget for their plan.
- \* 82 percent expected to be Year 2000-compliant by the third quarter of 1999.
- \* 38.2 percent believed they did not have or use any embedded chip systems.
- \* 80.9 percent said they have no contingency plan in place.

Source: California Statewide Intergovernmental Year 2000 Task Force's survey of 466 cities, 58 counties and a sample of 7,000 districts in the state.

Manual backup plans are being touted to local governments with a growing fervor by major civic associations, state officials and Congress. The federal Year 2000 czar, John Koskinen, summed up the situation this summer in a speech at the annual meeting of the National Association of Counties (NaCO). He said the ultimate burden for Year 2000 failures would fall on the shoulders of local government. If and when technology defaults start cutting off vital services, he warned: "The people with the pitchforks will come looking for you, not me."

With such motivation in mind, many localities already have begun contingency planning in earnest, including Contra Costa County, Calif.; Los Angeles; Spokane, Wash.; Denver; Prince William County, Va.; and Montgomery County, Md.

But one locale is well ahead of the pack. Lubbock, a veteran of emergency management that has dealt mostly with killer tornadoes, has developed a game plan that includes double- and triple-staffing police, fire and rescue personnel, low-tech diesel generators and even cutting off its self-owned electric system from the national grid. In a move last October that grabbed everyone's attention, Lubbock put its fledgling Year 2000 contingency plan to the test, simulating a series of scenarios including power and natural-gas outages, a hospital fire, a riot at a grocery store, price gouging and a murder — all in the middle of a simulated ice storm and blizzard.

"We found some areas of vulnerability, but we're going to keep working on it over the next year, testing other scenarios," Cass said. "It's an ongoing effort, but we'll be ready and in good shape by Dec. 31, 1999."

### A Community Effort

The trend toward contingency planning, observers said, finally takes the millennium bug out of the domain of technology managers and turns it over to the community at large. Not only are traditional emergency management personnel such as police and fire crews being tapped for duty, but city and county managers are rounding up the help of

utility companies, fuel suppliers, hospitals, social services, private businesses and even libraries and churches.

"The Y2K crisis has never been a technology problem per se," said Michael Humphrey, business director for telecommunications and information at Public Technology Inc., the technology arm of the National League of Cities and NaCO. "It's always been a management problem; [it is] a community problem that needs to be dealt with on that level."

Ultimately, communities that will fare best will be those that possess the characteristics that enable survival during any major crisis: a solid communications infrastructure, cooperation between public- and private-sector officials, a citizen base that is aware and psychologically prepared, a strong sense of priority about the health and safety of citizens, and a contingency plan that is well-rehearsed and easily implemented.

But this doesn't mean that technology is suddenly excluded from the community. Chief information officers and their local technology staffs have a critical role to play, although their main duty is plain: "My responsibility is to ensure that the technology that I have control over is working. It's that simple," said Steven

Steinbrecher, CIO for Contra Costa County, California's sixth-largest county, with more than 1 million residents.

On the other hand, the identification of mission-critical

### Case Studies: Kansas Contingencies

Kansas has produced a "Guidebook 2000," which features guidance on contingency planning developed by Keane Inc., an information technology consulting firm based in Boston. Some examples of guidance include:

**Service:** Municipal and public utilities and the power grid.

**Area of concern:** Loss of power that could disrupt heating, lighting, communications and other amenities of daily life.

**Contingency plan:** To secure and activate manual stand-by generators. Top-off fuel tanks in December 1999 and procure additional supplies if necessary.

**Service:** Lock-ups

**Area of concern:** Prison escapes

**Contingency plan:** Perform lock-downs manually. Disable any computerized lock-down controls.

**Service:** Traffic control

**Area of concern:** Traffic light malfunction

**Contingency plan:** Use police overtime or put together an auxiliary police force to manually direct traffic.

**Service:** Electronic payroll deposit

**Area of concern:** Employee payments may be late or fail entirely

**Contingency plan:** Print out the last payroll in December 1999 and write checks manually.

systems and embedded chips, and the continual remediation, testing and monitoring of systems, equipment and interfaces offers residual value to emergency management teams: the ability to point out areas where failures are likely to occur together with the ability to better align priorities.

“If you are constantly in touch with your suppliers and others with systems that you depend on, you may not be able to guarantee with any kind of certainty that their system is going to stay up and running, but you will definitely know if they are having problems bringing their systems up to Y2K standards,” said Masood Noorbakhsh, CIO for Northern Virginia’s Prince William County. Noorbakhsh reports regularly to the county board of directors and is in constant touch with the head of emergency management. “In that instance, you’ll be able to predict that there will be a likely breakdown in that area and [you can] make sure that a solid backup plan has been put in place to compensate for it.”

Such information communicated between CIOs and emergency management personnel is critical to developing an effective contingency plan for the Year 2000 crisis because while most cities already have disaster plans in place, only a few of the basic elements can be applied.

“Typically, when we have a natural disaster, it does not radically affect our technology,” said Tim Cuthriell, director of the Denver Office of Emergency Management and the captain of the police department. “You might lose power, but you can usually communicate with personnel on the streets and get information out to the public. With this one, we just don’t know what we’re going to be dealing with, and we have to plan for every possibility.”

Denver, like many other communities, already has scheduled several simulated, or tabletop, exercises over the next year to help fine-tune its ability to work without vital services such as communications, power and information systems. In these critical tests, technology staff can again provide a valuable service by developing realistic scenarios.

“A police chief or a water department official may know what his mission is and what has to be done, but they may not have a real sense of what might fail or hypothesize how those failures will play out,” Spokane’s Brakel said. “A technology person, on the other hand, can do that pretty easily.”

Cass said technology members did, in fact, play a key role in adding reality to the Lubbock dry run. A key component of any test, he noted, is the control team. “You want to have a highly competent control team, not just operationally but technologically, that can set up the exercise and devise the scenarios while keeping the normal group completely in the dark about what’s going on,” he said. “That independence ensures that the emergency team is not over-prepared and ready with all the right answers. You want them to be surprised because that’s how it could be during the real event.”

#### **Taking the Lead**

Technology personnel can and should take up the call to educate government officials and disaster personnel on the gravity of the Year 2000 crisis as well as answer the need to develop contingency plans — even when remediation and testing is being performed, industry observers said.

Awareness of the overall problem, Steinbrecher said, still remains too low for comfort. A recent survey by the California Association of Local and State CIOs (CALSCIO) bears that out.

Among its findings: More than 80 percent of the entities questioned had no contingency plan in the works, and more than 42 percent of those respondents stated that they weren’t ever going to develop one.

“I don’t think there’s a real awareness out there that you really need to be looking at contingency plans,” said Jon Fullinwider, CIO of Los Angeles County and a board member of CALSCIO. “When it’s really going to hit people is when they wake up to the fact that they’ve got a problem with their Y2K compliance and then realize that they don’t have sufficient time to deal with it. At that point, they’ll begin to look at their next option, which is the contingency plan. And the question is, when they come to that realization, are they going to have time to implement an effective plan?”

In cases where there is little executive commitment, it may be up to the CIO to make city and county managers aware of the need for implementing backup solutions. “It’s really a situation where you’re going to have to be proactive,” Brakel said, noting that the Internet is full of various takes on contingency planning. “Let’s face it, there are a lot of people out there who are in denial about this issue.”

The need to somehow make the public aware without panicking them is another job of CIOs. Bringing the general public into the equation has always been a sticky subject for local, state and federal officials who worry about a “Chicken Little” scenario, where too much concern expressed on their part could cause obsessive stockpiling of goods, widespread withdrawals from financial markets and bank accounts, and other anti-community behavior.

“If, for example, everybody goes in on the last week of December and tries to fill their gas tanks or take money out of

the bank, there isn't going to be enough to go around," Fullinwider said. "The supply system couldn't deal with an all-out assault like that under any circumstances. So you do have to be careful what you tell people because you end up with a manifestation of the very kind of problem that you're trying to guard against."

Most officials do believe, however, that the public needs to be informed of what's going on. "Citizens have a right to know where we stand on all of this so they can make their own personal decisions as well," said Don Heiman, the CIO of Kansas who noted that he instructs local officials to make plans based on their dual roles as private citizens and community leaders. "We believe that when people have good information, they have the opportunity to make calm, rational decisions and are less likely get into this panicky, hoarding behavior."

Technology officials can aid the effort by using the World Wide Web and other resources to detail their remediation and testing efforts and let residents know about the manual backup plans that are being put into place. In short, they can get the point across that communities are not attempting to swing into the millennium without a safety net. "It's a very fine line that you have to walk, but we feel we're going to be better off if we try and educate people about the problem and what we're doing to alleviate it," Noorbakhsh said. "I don't think you're serving anybody's interest by keeping people in the dark on this."

Lubbock has gone so far as to include a Tips for Preparing section on its Year 2000 Web site ([y2k.ci.lubbock.tx.us](http://y2k.ci.lubbock.tx.us)) that outlines the personal contingencies advocated by the Cassandra Project, a grass-roots organization concerned with

community preparedness. Among its suggestions: Set aside cash throughout the year (enough to pay bills for two or three months), have a portable radio and plenty of batteries on hand for information, stock up slowly on canned goods and other pre-packaged foods, get hard copies of your medical records before the date change, obtain an alternative heat source that doesn't require electricity and have plenty of candles, flashlights and other battery-powered light sources on hand.

"We're fairly familiar with dealing with natural disasters, and we had a major regional electrical outage a few years back," Cass said. "So our people are fairly familiar with the need to be prepared for anything. That certainly helps us out."

Fullinwider notes that no matter what information is relayed to the public, it needs to be coordinated through a few controlled sources. "This is not the time for some program manager to stand up and talk about what he or she knows or what they think is going to happen," he said. "You need to have somebody already on board that's part of the process [so] that you're giving out consistent information."

#### After the Fact

U.S. cities will have the added benefit of knowing what's coming their way, thanks to the fact that Asia's clocks will turn forward 14 to 17 hours before the change hits American time zones. That will give communities a chance to adjust contingency plans and possibly tinker with computer programs. But in the aftermath of the date change and in the

face of computer and chip failures, CIOs and other technology staff must step up to the plate and provide instructions on how to proceed.

In fact, getting back on track needs to be part of any contingency plan. "If you don't have something pre-defined, like [a time frame of] four hours or 24 hours, then you begin rationalizing," Fullinwider said.

#### Case Studies: Montgomery County, Md

The Montgomery County Year 2000 Project Office has developed specific Year 2000 contingency plan preparation guidelines. Step-by-step instructions for successfully keeping services up and running include:

- \* Assign contingency plan and recovery team members and designate a lead point of contact.
- \* Perform risk analysis/triage.
- \* Review triage results and determine priorities.
- \* Develop and finalize recovery strategies.
- \* Develop implementation and resource requirements.
- \* Develop and document procedures.
- \* Train recovery team members.
- \* Test and evaluate contingency plan.
- \* Certify and approve final contingency plan.
- \* Update and revise the plan.
- \* Report progress and issues.
- \* Monitor regional preparedness issues, including utilities.

“Otherwise, you’ll have people in there working on the system, stating: ‘Give me another hour and I’ll have it fixed.’ Meanwhile, we’re 10 hours beyond when we said we’d invoke the plan. So whatever metric you decide on, it needs to be determined beforehand. That way, if a breakdown occurs, there’s no decision; you just invoke the plan.”

At that breaking point, CIOs must coordinate efforts to find and fix problems. Many observers recommend lining up extra technology staff now or even hiring an outside contractor. Kansas, for example, has contracted with a disaster-recovery firm, SunGard Data Systems Inc., to help its state agencies and localities recuperate as quickly as possible.

Among the benefits of such an arrangement is the ability to transfer, or piggyback, many IT functions to SunGard’s data processing center in Philadelphia. However, to do that effectively, Heiman said, communities have to begin aligning their infrastructures with SunGard’s now.

The contingency plan still has relevance even beyond the date change. For example, it can and should act as a blueprint for the recovery effort of the systems that were identified in the plan as top priorities should be the first to be addressed in the event of a breakdown.

Costa Contra County, for example, has already outlined its triage list, with four levels of severity assigned to every system. Anything related to a function that is necessary to life, health, safety and welfare ranks as “Sev 1.” Any function that results in monetary loss to the county gets a “Sev 2” designation, including payroll and property taxes. “We miss two property tax rolls, and we’re dog meat,” Steinbrecher said. “So obviously that’s one that we’re

concentrating on now. But if it fails next year, we’ll be putting our people on it right away.”

Most CIOs note that they hope all this preparation and concern will be for naught. “I have no choice but to be concerned about this, but it would be great if come February, everyone can sit here, recall all the crazy worrying that I did and have a good laugh at my expense,” Steinbrecher said. “That would make me a really happy man.”

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

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## National Crime Mapping Survey Shows Slow Adoption

by Meg Misenti

Only 13 percent of law enforcement agencies currently perform computerized crime mapping, according to a survey released last week by the National Institute of Justice.

But the survey found a growing interest in crime mapping among law enforcement agency planners, with 85 percent calling the technology a “valuable tool.” About 2,000 agencies responded to the survey, which was compiled over 15 months by NIJ’s Crime Mapping Research Center.

“The success of crime mapping is due to law enforcement at all levels recognizing the value of spatial information as an excellent tool to drive law enforcement decision-making,” said Attorney General Janet Reno, speaking to the 800 officers and crime analysts at the Second Annual Crime Mapping Research Conference in Arlington, Va., where the survey was released.

“We know instinctively it’s a powerful tool,” she said, adding that much work needs to be done to persuade people of the direct correlation between crime mapping and a reduction in crime.

During her address, Reno asked: “If you were the attorney general, how would you more directly support you in your efforts?” Suggestions from attendees included adding a crime analysis module to basic training for law enforcement officers; making Year 2000 census data available to agencies as soon as possible; creating regional crime analysis labs for smaller agencies; more support for cross jurisdictional crime fighting.

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**BOOK REVIEW:****Problem Oriented Policing:****Crime Specific Problems, Critical Issues, Making POP Work**

by Nancy McPherson, Seattle PD

Would you like to attend an internationally acclaimed police conference with a guarantee to increase your understanding of crime and your effectiveness as a police professional? Would it be useful to hear the latest research about real crime problems from an academic you could understand? All you have to do is buy a plane ticket to San Diego, get up early to attend every session and take copious notes. Well, save your travel money, sit back and put down your pen! The Police Executive Research Forum (PERF) has done your work for you by capturing the 1997 International Problem Oriented Policing Conference in a new book entitled, *“Problem Oriented Policing: Crime Specific Problems, Critical Issues, and Making POP Work.”*

Police practitioners have been known to view researchers as clinicians in white laboratory coats arrogantly observing police officers to affirm their already formed biases that cops are aggressive, insensitive, and unable to understand crime and criminal behavior. In some police agencies the resistance to listening to, let alone working with, researchers is strong. This usually happens when the cops are excluded from identifying relevant issues and designing the research, but instead asked to collect data and perform other menial tasks that make no sense to them. The indignity of being a laboratory rat is increased with the knowledge that the

researcher is usually receiving federal dollars to conduct these offensive experiments. When the experiment is over, the cops watch the researchers walk away gleefully rubbing their hands together, muttering to themselves about what Neanderthals they’ve just had to deal with, and the cops go back to doing “real police work.” Three years later an obscure report is published and only one copy is mailed to the department, usually the Chief’s office, where an aide flips through the pages and sends it to a file in oblivion, and no one on the street who was involved in the project hears a thing about it.

While Herman Goldstein’s continuing legacy to the police profession is much more about understanding and addressing substantive community problems than what I’m about to mention, I think my observation is worth noting. Have you ever watched Herman with a group of cops? There is nothing he enjoys more than being in an informal setting talking with bright, hard working officers about their community problems, what they’ve learned about the causes of the problems, and facilitating a discussion with them about finding creative solutions to reduce or solve the problems. Cops walk away from him with a sense of what a good job they’re doing and a sharper focus on the work at hand. Herman resists any attempts to glorify his work or himself. Patrol officers who engage with him are the ones that feel respected and valued for the work they do every day.

This leadership quality has influenced the style and format of a very special conference that was started in 1990 in San Diego by the Police Executive Research Forum (PERF) and the San Diego Police Department. The POP Conference was an attempt to bring together police practitioners and researchers from around the world who were committed to improving their

effectiveness with problem oriented policing. At the first conference which was limited to 150 attendees, staff from PERF and San Diego watched two West Coast patrol officers standing in the hallway of the conference center engaging an assistant chief from a major East Coast police department in an animated debate about the workshop they had attended. Nine years later with over 1400 attendees annually, conference conversations are between premier researchers who present their findings and credible practitioners who demonstrate the operational realities of research.

In this summary of the 1997 conference, you’ll be confronted by research on what works, and what doesn’t, to reduce problems of burglaries, guns, alcohol, street gangs, violence against women, and high school quality of life issues identified by students. Each body of work is presented by researchers who demonstrate respect for the complexities of the business of policing. Excellent descriptions of the auditor role in citizen oversight, policing business districts, understanding the importance of place in crime, the fallacy of zero tolerance, and performance evaluations that support community policing are within these pages. Absent white laboratory coats, these researchers have worked closely, and respectfully, with police officers in the US, the United Kingdom and Australia to bring us evidence that problem oriented policing is worth our commitment of time and resources. The information compiled reflects the superb efforts of teams of practitioners and researchers who challenge and support the practices and thinking about problem oriented policing that have become the hallmark of the San Diego Conference. Pick up a copy. It’s well worth your time.

*For a free catalog of PERF’s publications, please call 888/202-4563.*

## Crime Mapping Case Studies: Sucesses in the Field

Nancy LaVigne & Julie Wartell, 1998  
144 pages - Product # 834  
ISBN# 1-878734-61-X  
PERF Member Price \$18  
Non-member Price \$20

PERF and the National Institute of Justice Crime Mapping Research Center (CMRC) collaborated in this volume to highlight various criminal justice agencies' successes with applying mapping to their problem-solving, prevention and enforcement efforts. The book encourages agencies' use of crime mapping and offers ideas on various ways to apply geographic information systems (GIS) and mapping. Readers have the opportunity to form their own opinions about the efficacy and applicability of these efforts to their own jurisdictions.

To order or receive a catalog of PERF publications, call 1-888-202-4563.

## Domestic Assault Among Police: A Survey of Internal Affairs Policies

Larry Boyd & Rick Smith,  
Arlington Police Department  
Daniel Carlson & Gary W. Sykes,  
Southwestern Law Enforcement  
Institute

One of the most sensitive areas in policing involves incidents where police officers are investigated for

administrative and criminal misconduct. Such incidents are even more sensitive when personal matters surface and complaints of domestic assault within police families become public knowledge. How widespread this problem is and whether it is changing over time has not been extensively explored. This study attempts to gain some knowledge about the frequency and trends related to this form of police misconduct.

For a full copy of the report, surf over to: [www.slei.org/domestic\\_assault.html](http://www.slei.org/domestic_assault.html)

## Abortion Related Conflict and Violence

Seventy percent of polcie jurisdictions with more than 50,000 population have at least one known abortion provider - one third of those have three or more - within their jurisdiciton. Of those jurisdictions with known providers, two-thirds (67%) have experienced actual abortion-related incidents, ranging from protests and demonstrations to murder, in the past five years. But few police departments train their officers or establish guidelines for officers to use when responding to abortion-related conflicts or violence.

PERF just completed a two-year study, with funding from the Henry J. Kaiser Family Foundation, on violence related to abortion clinics. This study took an impartial approach, balancing input from individuals on

all sides of the abortion issue, to develop policy-relevant guidelines for police agencies that respond to abortion-related conflicts. The research consisted of three phases: a national survey of police agencies, case studies of sites with experience in dealing with this conflict, and a series of focus groups bringing together a cross section of stakeholders to the debate from around the country. The research produced a variety of qualitative and quantitative data, as well as a series of national policy recommendations.

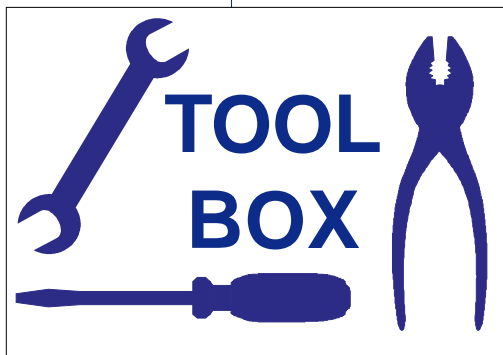
The Executive Summary of the report is available for downloading from PERF's website - [www.policeforum.org](http://www.policeforum.org)

## Police Program Evaluation

Larry Hoover, 1998  
260 Pages - Product #815 - ISBN # 1-878734-54-7  
PERF Member Price \$18.95 - Non-Member Price \$21

It's a challenge police professionals face daily - how to determine if programs and tactics are effective. Meaningful program evaluation often requires going beyond piecemeal observations or simple "before and after" comparisons. Police Program Evaluation, an edited volume from PERF and the Sam Houston State University, provides substantive articles covering various aspects of police program evaluation, such as evaluating tactical patrol and criminal investigations. The authors present valuable information on types of evaluations and different ways of collecting and analyzing data, all in language accessible to both experienced researchers and those engaging in program evaluation for the first time.

*Continued on Page 19*



## POLICE TRAINING ACADEMY IN A MIDDLE SCHOOL

Instead of building a brand new multi-million dollar training facility for police recruits, isolating them on the outskirts of town, why not put recruits in a public school? The facilities are already there. It's natural, the police chief thought.

Winston-Salem (NC) Police Chief George Sweat offered a deal to the Winston-Salem superintendent of schools: If a middle school could make available to the police space to conduct 22 weeks of classroom-style training, rookie police officers would serve as mentors to the school's students.

From the hallways to the cafeteria, the police would share all of the school's facilities with the students. The police would conduct physical training at the school as well, but firearms training would take place at a separate facility removed from the middle school.

The superintendent took him up on his offer, and in 1996 welcomed police as mentors into The LEAP (Learning and Education Acceleration Program) Academy, a school for students who have repeated a grade in the past. The school's accelerated curriculum enables students who do well to "leap" back into their appropriate grades. Students need to pass a State exam and miss no more than 20 days of a 220 day school year.

This move spared the police department the expense of a new facility and demonstrated the desire and commitment of the Winston-

Salem police to work with youth in the community. "It's putting our priorities into action," Sweat said.

The director of recruit training even moved into the middle school and the training sergeant acts as the school resource officer.



While 20 to 25 recruits train to become police officers, they spend three hours a day, three times a week with students. Mentoring activities include helping with school work, sharing meals with the students, going to sporting events or to the movies, working

on community projects, and talking and sharing life experiences. The rookie cops become role models for the students.

These are "roles you want them to carry throughout their careers," Sweat said of the young officers' focus on youth and recognition of the importance of prevention and early intervention. "Why not start that [connecting with youth] at the very beginning of an officer's career?"

Winston-Salem's mentoring program has won praises from the police, school principals, the school superintendent, teachers, and students. Dr. John Harrison, former LEAP Academy principal, called the recruits "excellent role models" for the students. "I believe there is a direct, positive correlation between our students' great achievement and the involvement of their mentors," he wrote in a letter to the Commission on Accreditation for Law Enforcement Agencies. He also pointed out that mentoring relationships with police alleviate the "us-them" mentality. "When our children are out at the mall and see an officer who was a former recruit, they see the person who helped them with math first—the law,' second."

The rookies enjoy it too. In written evaluations of the mentoring experience, some rookies expressed their initial apprehension. They were unable to see how they could relate with young people. But after connecting with their mentees, they grew proud of their accomplishments. Many recruits even continued their mentoring roles after graduating from the training course.

Sweat hopes that the bonds formed between police mentors and students will extend beyond the appointed 22 weeks and create improved community-police relations in the long run.

Sweat, who has retired from the police department and has accepted an appointment by North Carolina Governor Jim Hunt as the state's Director of Juvenile Services, wants to persuade police chiefs and sheriffs throughout the state to start similar programs.

While similar programs will not work in every city and school district—for instance in places where the schools are overcrowded—Sweat believes that police departments that conduct their own recruit training can start a program like this. It's a simple and smart thing to do, Sweat said. "Sure, a new training facility would be nice. But why, when you have schools galore out there?"

Police have a long history of mentoring. Many programs recruit police as mentors, which helps bring youth and law enforcement together in beneficial rather than adversarial relationships. Police Athletic Leagues (PAL), for example, integrate mentoring into their program offerings. PAL programs reach more than a half million youth at more than 1,600 facilities nationwide.

## MENTORING IMPROVES YOUTH ATTITUDES AND BEHAVIORS

First graders through high schoolers can benefit from mentoring relationships. Some mentoring programs target specific youth, such as minorities, court-involved youth, abused or neglected children, youth in public housing, girls only, or boys only. No matter the target, mentoring programs can help youth improve in school and in relationships with family and friends. Adults spending time with children and teens let young people know that adults do care for them.

The Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office of Justice Programs, U.S. Department of Justice administers the Juvenile Mentoring Program (JUMP). The program's objectives include reducing juvenile delinquency and gang participation, improving academic performance, and reducing school dropout rates.

JUMP sites, selected through a competitive review process, receive funding to operate mentoring programs. For fiscal years 1998 and 1999, OJJDP awarded \$14 million to JUMP sites, whose programs will reach an estimated 7,500 at-risk youth.

First Lady Hillary Rodham Clinton praised mentoring programs when announcing the new round of JUMP grants earlier this month with Attorney General Janet Reno. "In addition to helping with academic and social skills, mentors give youth the message that they are important and have something to contribute," Clinton said.

In an evaluation of JUMP, Juvenile Mentoring Program: 1998 Report to Congress (available from the OJJDP Juvenile Justice Clearinghouse, 800-

638-8736) most of the mentors and participating youth believed that mentoring helped the young people improve their academic performance, avoid alcohol and drugs, and get along better with family and friends.

Adult mentors provide youth with discipline, guidance, and personal attention through activities such as tutoring, job training, and community service. JUMP requires that mentors spend a minimum of one hour per week with their mentee for at least one year. The minimum time requirements were based on an evaluation of Big Brothers/Big Sisters, probably the nation's best-known mentoring program.

### Mentoring Cuts Crime

Public/Private Ventures, a nonprofit corporation, evaluated Big Brothers/Big Sisters of America, and found that youth who met with their mentors about three times a month for at least one year, when compared to a control group, were 46% less likely to begin using illegal drugs; 27% less likely to begin using alcohol; 53% less likely to skip school; and 37% less likely to skip class.

The study also found that the youth showed more confidence in their school performance, were less likely to hit someone, and more likely to get along with their families.

Mentors come from all walks of life. They can be college students, teachers, military personnel, carpenters, business people, bus drivers, auto mechanics, doctors, lawyers, or government employees. Prospective mentors can call toll free 877-Be-A-Mentor (877-232-6368) to receive a list of JUMP sites and other mentoring programs. To reach Big Brothers/Big Sisters of America, call 215-567-7000.

### Resources:

The ERIC Clearinghouse on Information & Technology offers information on mentoring. Call 800-464-9107.

The One-to One/National Mentoring Partnership advocates for expanding mentoring and provides resources for mentoring initiatives. Call 202-729-4340.

*Reprinted with permission from the Catalyst, the newsletter of the National Crime Prevention Council. Check out their web site at [www.ncpc.org](http://www.ncpc.org)*

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## DRAMATIC CRIME REDUCTIONS:

### How Six Cities Did It and How Others Can Follow Their Lead

San Diego, CA, Fort Worth, TX, Denver, CO, Boston, MA, Hartford, CT, and New York, NY, reduced crime by setting priorities, building partnerships, involving residents in decision-making, and paying attention to quality of life concerns. These cities have reduced crime above the national average—some by more than 30 percent—through comprehensive strategic planning and action.

Representatives from four of the cities were in Washington, DC, in mid-March to describe their cities' efforts at the unveiling of *Six Safer Cities: On the Crest of the Crime Prevention Wave*, a new publication from the National Crime Prevention Council. Police Commissioner Paul F. Evans of Boston, Charlotte Stephens, Director of Denver's Safe City Office, Police Chief Thomas Windham of Fort Worth, and Mayor Michael Peters of Hartford shared how their cities reduced both violent and property crime, including planning approaches and program strategies that evolved from them. The leaders stressed comprehensive planning and partnerships as key to their success.

"I've been in this business for 35 years, and probably for the first 26 or 27 years, I thought we could go it alone, that it was us and them, the

citizens," said Fort Worth's Chief Windham. "Since we have begun to build collaborations, the crime rate has gone down."

Touting the success of the cities, Attorney General Janet Reno said, "It's not just a crest, this should be the beginning of a continuing wave."

In Fort Worth, TX, the mayor's office, city management, police department, Crime Prevention Resource Center, business people, residents, ministers,

By addressing causes of youth violence and expanding community policing, Denver saw its total crime index rate fall 8 percent in a ten-year period.

In Hartford, a police gang task force, neighborhood problem-solving committees, and a job orientation program for youth helped the city realize a 30 percent drop in crime.

New York used strategic crime analysis and collaborative problem solving with

### Crime Reduction Rates 1986 - 1996

	<u>US</u>	<u>Boston</u>	<u>Denver</u>	<u>Fort Worth</u>	<u>Hartford</u>	<u>New York</u>	<u>San Diego</u>
Total Crime Index Rate	-7%	-29%	-8%	-56%	-30%	-41%	-43%
Property Crime Index Rate	-9%	-31%	-6%	-57%	-31%	-43%	-40%
Violent Crime Index Rate	+3%	-15%	-8%	-48%	-24%	-32%	-1%

city and non-governmental organizations, and state and federal agencies, continue to work together to fight crime. Through programs such as community policing, the Tarrant County Advocate Program (an intensive supervision and intervention project targeting juvenile offenders), citizen patrols, and gang intervention efforts have helped the area realize a 56 percent drop in crime between 1986 and 1996.

The other cities saw significant reductions in crime between 1986 and 1996 as well.

Boston's strategy, which draws strength from a wide-ranging coalition of supporters that include police, schools, clergy, businesses, and youth, led to a 29 percent decline in the total crime index rate.

partners in the community to achieve a 41 percent reduction in total crime.

San Diego's crime rate plummeted 46 percent between 1986 and 1996. Its municipal crime prevention strategy focused on drug and gang-related crime.

These remarkable success stories caught the attention of syndicated columnist David S. Broder who admitted that this was the kind of "good news that rarely rates headlines." In a column that appeared in *The Washington Post*, Broder acknowledged the cities that had achieved dramatic reductions in violence by mobilizing resources to prevent crime, not just punishing it. "The good news is that their methods work spectacularly well. The challenge is to build the lessons of their success

into the national anti-crime strategy.”

John A. Calhoun, NCPC executive director said, “Cities that bring together government, other public organizations, and residents in a collaborative, problem solving way find new strengths as well as new solutions to old problems.”

The Bureau of Justice Assistance (BJA), Office of Justice Programs, U.S. Department of Justice funded the development of *Six Safer Cities*. BJA Director Nancy E. Gist expressed pride that the agency “helped cities change the way they do business with respect to creating and enhancing public safety.”

Irwin Wallace, director general of the International Center for the Prevention of Crime, which helped to develop the *Six Safer Cities* report, said, “The successful strategies of these cities in the US are setting new standards for preventing crime internationally.”

This document (M66) is available for \$7.95. Order online at <http://www.ncpc.org/cat9903a.htm> or write to NCPC Fulfillment Center, PO Box 1, 100 Church Street, Amsterdam, NY 12010, phone 800-NCPC-911, fax 518-843-6857.

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## MOBILE POLICE STATION TECHNOLOGY LINKS CITIZENS TO SERVICES

OAKLAND, Calif. — A new state-of-the-art mobile police station is part of the U.S. Justice Department’s “Weed and Seed” plan to reduce crime and revitalize neighborhoods.

Custom-built for the Justice Department by Lynch Diversified Vehicles in Burlington, Wis., the Mobile Community Outreach Police Station (MCOPS) features a full communications area, including radios, a fax machine, an interfaced phone system and two full computer workstations.

Besides providing traditional law enforcement services, MCOPS offers residents access to employment-referral services, municipal lending information, child immunization, blood pressure screening for the elderly and childcare screening.

“The MCOPS van will assist the residents of East Oakland by providing them with easier access to officers, which will enable them to get the help they need,” said Stephen Rickman, director of Weed and Seed’s executive office.

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## KEEPING AN EYE ON CRIME

The use of surveillance cameras is quickly becoming one of the nation's most popular—and economical—ways of using technology to fight crime. Baltimore, Maryland, for example, focused 16 cameras on what once was considered a high-crime area. This grant-funded program cost less than \$60,000 and after 3 years is credited with a 34-percent decrease in crime in that particular area.

Cameras are popping up everywhere: toll plazas, bus stations, tunnels, traffic intersections, bridges, public parks, office and apartment buildings, and government offices. In some cases, they are installed by the local police department. In other cases, the cameras are a result of a partnership between community groups, the city, and local law enforcement agencies.

But despite the proliferation of surveillance cameras, what has yet to be determined is how police agencies can make the best use of public surveillance and video technologies.

The National Institute of Justice (NIJ), in a project that partners the agency's Office of Science and Technology (OS&T) with its United Kingdom counterpart, the Police Scientific Development Branch (PSDB) of the Home Office, is studying how to most effectively access and analyze the information collected on the video surveillance tapes. According to Ray Downs, deputy director of OS&T's Research and Technology Development Division, PSDB, like NIJ, sets standards, tests equipment, and fosters technology development for police and corrections agencies. A Memorandum of Understanding, signed by NIJ and PSDB, is providing a mechanism for the offices to work together on projects of common interest.

"They use video surveillance a lot in England, probably more than anywhere else in the world," Downs says. "Our goal is to get a better understanding of how police use videotapes. We'll be doing a survey to find out how often police use them, in what manner, and how effective they are as a source of evidence."

An adjunct to the survey will be to ascertain the current state of the art of videotape analysis equipment. "We're learning more about the whole field in general," Downs says. "It's an area that is booming. Equipment quality is going up and prices are going down, just like a lot of other technology. So it's likely there will be an expanded use of this technology."

NIJ and PSDB will survey their respective industries and research communities in their countries and elsewhere, compare notes, and then determine what they can do to help their law enforcement constituencies get the most benefit from video surveillance, according to Downs.

Thus far, debate over surveillance cameras is rare, for several reasons. Downs says that most people are accustomed to being filmed at automatic teller machines, and therefore may not find surveillance surprising or intrusive. Many people also believe public surveillance is the price they must pay for a safer community. Educating the public about the cameras in the early stages of a video surveillance program has been another factor in encouraging public acceptance.

This is not to say that protests are nonexistent. While many critics concede that the cameras are useful crimefighting tools, they say they fear unscrupulous camera owners could use them to intrude on citizens' privacy.

The city of Baltimore, in partnership

with its business community, circumvented many problems by implementing safeguards against the misuse of the system and the information gleaned from it by mounting the cameras where everyone can see them. "Our cameras are not covert," says Frank Russo, Director of Public Safety for the Downtown Partnership of Baltimore, Inc., and a retired Baltimore City police officer. "They are obvious, which is part of the reason public support has been so overwhelming. We haven't tried to hide anything."

According to Russo, the black-and-white cameras used in Baltimore are fixed in place, and they cannot pan, tilt, or zoom. The tapes are held unreviewed for 96 hours and are reused unless a crime is reported. The cameras have captured shootings and help police control the weekly "carshow," a Friday and Saturday night gathering of 4,000 to 5,000 people. They also have cut down on shoplifting from the stores in the area. And merchants report increased sales. "Our objective was not necessarily to fight crime, but to make people feel safer. Our goal was to make the area a more inviting place to be. We feel like we've succeeded in that," Russo says.

Video surveillance cameras also are employed at the Federal level. The U.S. Coast Guard's Vessel Traffic Service uses them to monitor coastal waters. The video system can zoom in on specific vessels for identification. The service eventually hopes to create a central database that will catalog and track all ships traveling along the U.S. coast.

For more information about the National Institute of Justice's video camera surveillance project or to provide input for the survey, contact Tom Coty, project manager, 202-514-7683. For more information about the United Kingdom's Police Scientific

Development Branch of the Home Office, contact Jim Aldridge, 44-1727-816240.

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## DEBUGGING THE MILLENNIUM BUG

More than 40 years ago computers were created that used a simple, standard programming language called COBOL (common business-oriented language). In those days, data was stored on Hollerith cards that had only 80 columns for information. To maximize available space, programmers shortened the designation of a year from four digits to two. So, 1959 became 59. Although computers have become more sophisticated and powerful, the convention of indicating a year by its last two digits continued as the norm. The concern today is that on January 1, 2000, computers will not recognize 00 as indicating the year 2000, or they will read it as 1900. The result: computer systems may abort or produce erroneous data.

Termed the "Y2K (Year 2000) Problem" or the "Millennium Bug," this glitch some experts believe will be little more than an annoyance. They predict a few ATM failures, miscalculated paychecks, and some disruption in the ability to access online databases. Others envision nothing short of a digital disaster, advising people to stockpile food and learn how to live without power and water. They foresee gas shortages, power outages, plane crashes, and business failures.

So where does this leave the city police department or the local jail? Behind the curve if they have not yet

begun checking their systems for Y2K compliance. Specifically, Y2K can affect two areas: computer software and the codes that make the software run, and systems or equipment that use embedded chips.

To make computer software Y2K compliant, programmers search out and convert those lines of code that could cause the program to fail. Equipment or systems using embedded chips that are date-dependent or date-aware may be especially vulnerable. These chips are found in air conditioning systems, emergency generators, security systems, sprinkler systems, facilities/maintenance systems, and communications equipment. Nonprogrammable and mass produced, these chips also are hardwired into everything from handheld radios to microwave ovens.

Lt. Debra Hanlon, the San Diego County Sheriff's Department's coordinator for Team 2000, San Diego County's \$100 million Y2K compliance project, says her agency's plan covers four areas: inventory, assessment, remediation, and contingency planning.

### Inventory

"Look beyond your toaster. Take off your blinders. If there is anything that operates based on the day of the month or the year, or if you had to program the date in when you got it, it is suspect. If it creates reports for you that include the year, it is suspect," says Steven Meer, vice president and chief technology officer of SCC Communications Corporation.

Active in several Federal and national organizations that focus on Y2K concerns, Meer says, "Don't make any assumptions. Talk to the people who do the maintenance. You may not realize it, but the guy who repairs one of your systems may use his laptop to do it."

"Administrators should remember that they are linked to other departments in the city, county, and State. This includes courts, prosecution, jails, crime labs, and connections to Federal and State databases. Assess their level of readiness, also. The chief really has to go on an information search about the interfaces with other systems and other parts of the government. Don't assume that because the city manager has a plan that your department will be okay. Don't sit back and let somebody else take over. Take ownership. This is your problem."

### Assessment

With relatively little time left until January 1, 2000, many departments' Y2K assessments will need to entail a triage operation: screening and classification. What systems or equipment can fail and not cause undue harm, and which ones will cause problems if they fail? Is there a patch or work-around that can be implemented if needed?

"If you're a small department with 5 or 10 personal computers, you might be able to do it. But if you're a large organization with mainframes and no one has done anything yet, all you can do is triage and fix what is mission critical," says Jake Lefman, a vice president of Science Applications International Corporation (SAIC), a San Diego consulting firm to cities and public safety agencies.

*Continued on Page 16*

Ollie, Ollie,  
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Guess  
who has  
been  
found!



The Michigan Chapter!

That's right!

Just when we thought there was no hope, the executive board of the Michigan Chapter has reformed and are ready to get busy again!

For information about Michigan Chapter activities contact the new Chapter President:

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If you have any information or notices you would like to see in the next issue of the *Exchange*, or any comments on this issue, send them to Lisa Hopkins, c/o FDLE, IRM, PO Box 1489, Tallahassee, FL, 32302 Fax 850-410-8514 or E-Mail: lisahopkins@fdle.state.fl.us

The Exchange is now available on the IALEP Web Site! If you would like to get your news through the Web and do not wish to receive a "paper" copy of the Exchange, please notify Lisa Hopkins. We can cut your association costs *and* save a tree by eliminating unnecessary documents.

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

Criteria for Certified Law Enforcement Planners includes:

- verification of achievement (college education, CEU's, training certificates, work experience, etc.) in 12 of the 24 topic areas set forth in the Certification Application.
- verification of six semester hours or equivalent of one year of English composition and literature.
- verification of three semester hours or equivalent of general statistical course work.
- verification of three semester hours or equivalent in research methods.
- verification of college degree and one year of planning experience - work experience may substitute for college degree.

Criteria for Advanced Law Enforcement Planner includes:

- meet all requirements for Certified Law Enforcement Planner.
- 5 years of law enforcement experience with a minimum of three years assigned to a planning or comparable position.
- minimum of a four-year college degree.
- verification of achievement (college education, CEU's, training certificates, work experience, etc.) in 18 of the 24 topic areas set forth in the Certification Application.

If you meet the qualifications for both levels of certification, you may apply for both at the same time. The cost for each level of certification is \$50. To receive a copy of the Certification Application, call Judie Martin at 423-521-1339 or fax 423-971-1412. The application is also available on the IALEP website [www.ialep.org](http://www.ialep.org)

**Got any news about  
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## MILLENNIUMBUG

(continued)

"By February of this year, most companies were supposed to be in the final implementation phase. So if you're just waking up and saying you want to do a search, write an RFP, and go through the bid process, I would say forget it. You need to bring someone in right now who has addressed the situation and can give you the right advice to help you determine what your mission-critical items are. You'll have to recognize that you're going to have some problems and will probably have to do a work-around," Lefman says.

### Remediation

"Fix it, update it, or replace it," Hanlon says. Contact vendors and ask for Y2K certification. If the vendor cannot supply it, ask for a solution.

But even that may not be enough, notes Hanlon, whose work has focused on embedded-chip systems and includes everything from blood alcohol analyzing equipment to fire alarms and internal systems that could inadvertently trigger jail doors to open. Testing, she says, is critical. "We get vendor assurances, but anything that is mission critical, we test ourselves. We're not taking anything at face value."

### Contingency Planning

A contingency plan includes specific strategies should internal systems fail, as well as plans to address problems that could arise in the community. "Police departments functioned before computers came along," says Charles Rinkevich, the former head of the Federal Law Enforcement Training Center and now a vice president with SAIC. "So we need to be looking at ways to do things that maintain

operations if the worst case scenario occurs. One possibility is to activate your emergency operations center on December 31 and keep it up for a couple of days. Prepare for things to go goofy. Think about what could happen in the city if you have power outages or a loss of heating or water. What happens if the traffic lights don't function? You need a contingency plan in case of problems like these."

Agencies also may want to include a disaster drill as part of their contingency plan, along with an educational component. San Diego County's Office of Disaster Preparedness is offering citizens a pamphlet on Y2K preparation, and county officials are planning a public education effort that includes meetings with community groups and the media.

Experts advise taking a calm, rational approach, one that does not give into fear or overdramatization, but that allows for an immediate start on the inventory and assessment process.

For additional resources relating to Y2K compliance for public safety agencies, access JUSTNET, the World Wide Web site of the National Law Enforcement and Corrections Technology Center, at [www.nlectc.org](http://www.nlectc.org), or the President's Council on Year 2000 Conversion at <http://www.y2k.gov>.

### Y2K Compliant?

Communications systems (CAD, 911, and any related records management systems; radios, radio systems, and networks)

Fleet maintenance programs

Building maintenance systems and those that control access, lighting, or power

Security systems

Mobile data terminals and computers

Paging and alerting devices, systems, or networks

Electronic pens; laptop and palmtop computers

Bar code readers

Electronic laser sighting devices

Night vision devices

Listening devices

Explosives and drug detectors

Audio- and video-recording devices

Geopositioning and information systems

Vehicle and Helicopter systems, including infrared /night vision systems, sirens, public address systems, and audio / video-recording devices

Automatic vehicle-locating systems

Robots for bomb detection

Security cameras; Remote control devices for security cameras or projectors

Time-stamping devices for legal documents or time cards

Parachute and scuba equipment

Hazardous materials detection equipment

Electronic equipment for crime scene investigations

Fingerprint-processing equipment (photographic, laser, special lighting, or digitizing equipment; data transfer equipment)

Evidence-processing equipment (labeling, bar coding, stamping)

Connections to Federal, State, county, and city online databases

Office equipment (fax machines, printers, copiers, scanners)

Metal detectors

Mobile devices for controlling traffic signals

Card key systems and networks

Intercom systems

Electronic firearms trigger guards or safety locks

Electronic prisoner tracking devices

Equipment that does its own maintenance scheduling

Equipment that alerts the operator to battery service

Software programs that schedule training or certification

Crime lab equipment that may be date-dependent

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## GANGING UP ON GANGS

Highly mobile and loosely organized, gangs in this country are notoriously hard to track. Their leadership structure changes constantly. Their use of street names makes members extremely difficult to identify. And their involvement in everything from drug trafficking and prostitution to carjacking and murder place them under a myriad of criminal activity categories.

In a 1993 study, the U.S. Department of Justice estimated that nationally there were 4,881 gangs with 249,324 members. In a more recent survey, the Federal Bureau of Investigation estimated that there were more than 400,000 members in approximately 700 cities. However, other recent studies conclude that in Chicago alone there are more than 100,000 gang members, and that California's gang membership is more than 175,000. A further update by the Los Angeles District Attorney's office indicates that more than 125,000 gang members are documented in Los Angeles County, and that this represents a 240-percent increase from 11 years ago, when gang membership was estimated at 52,400.

It was for these reasons that the Northeast Gang Information System (NEGIS) was created—to give law enforcement officers in five northeastern States the ability to track gang members within and across state lines.

NEGIS had its beginnings as a gang-tracking computer program that was initially the design of two Massachusetts State Police (MSP) investigators, a spin-off of a similar program created by the Boston Police Department.

Developed in Lotus Notes, the computer program had modules that let officers send messages, track leads, identify officers and other experts with special skills, access a library of gang-focused articles, and input or retrieve information from an intelligence database.

"About 5 years ago we were given a mandate to pursue funding to find a statewide solution to gangs," says Lt. Thomas Kerle, a

commander in MSP's Division of Investigative Services. "We used Boston's prototype and built NEGIS, which is really more than a gang-tracking system. We wanted to address bigger issues, like communication, which is by far the biggest problem. So we built modules that address communication between people, as well as the storage, organization, and exchange of information."

The NEGIS Project started in 1996 at the request of President Clinton, who saw a demonstration of the software and asked the National Institute of Justice (NIJ) to fund its development. In fiscal year 1997, \$425,000 in NIJ funding was awarded to the Police Executive Research Forum to provide the equipment and training to make the system operational. NEGIS became operational in April 1998 and almost immediately began to show results. In one Massachusetts drive-by shooting, a witness knew only the suspect's moniker, or street name. The investigating officer posted an account of the incident along with the suspect's moniker on the NEGIS bulletin board. An officer from another agency recognized the name and identified the suspect, who was later arrested.

According to Kerle, today NEGIS is a series of five separate databases that serve law enforcement agencies in Massachusetts, Vermont, Rhode Island, Connecticut, and New York. The first database is for e-mail, which facilitates officer-to-officer communication, as well as officer-to-prosecutor communication. The second is a

resource database that stores information about officers' special abilities or areas of expertise. The third database is an online discussion, or listserv, with a bulletin board for posting queries and images, such as shots of unfamiliar tattoos, hand signals, gang members, or vehicles. The fourth database is a public domain reference library with full text-search capabilities. It houses everything from scholarly articles and research findings to ongoing studies and newspaper stories. The fifth is an intelligence database for gang tracking. Each of the five States maintains its own intelligence database to comply with Federal and State privacy laws. The files contained in the other four databases, however, are shared.

"NEGIS is another tool to help the investigator solve crimes. Although it's not the silver bullet that's going to end gang violence, it complements the other efforts we make," Kerle says. "At this time, it's hard to measure the impact NEGIS has had. We do know it's been a force multiplier.

Before NEGIS, if you had a photo of a hand signal, you might have sent 40 copies to other police departments and detective units, and hoped somebody called you back. Or you might have had to sit there and make 40 phone calls. With NEGIS, we can do in a few hours what might take hundreds or thousands of hours. It eases communication, and saves people time. NEGIS showed that an off-the-shelf product could be customized to create a usable, affordable, criminal justice tool. It also partnered officers from five states on a single project.

"The NEGIS system, Kerle says, is compliant with Federal regulations governing the sharing of intelligence information (28 CFR 23). Each participating State has adopted a multipart, highly detailed set of

operational policies and procedures. To assist in the supervision of NEGIS, the five States have formed an advisory council that periodically meets to establish policy and address problems.

"It's a coordinated, state-based system that allows interaction between the States, but leaves control at the State level," Kerle says. "One agency in each State is charged with filtering new information through its State's respective NEGIS server. The beauty of this system is that almost everyone has a PC [personal computer] and a modem, so the cost to hookup a new user is only \$50 for the Lotus Notes license."

For more information about the Northeast Gang Information System, contact Sharla Rausch, National Institute of Justice project manager, 202-305-8628, Lt. Thomas Kerle, a commander in the Massachusetts State Police Division of Investigative Services, 508-820-2287 or Cliff Karchmer, Police Executive Research Forum project manager, 202-466-7820.

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## MEMBER REQUEST:

We are proposing a centralized "Resource Library" for the Los Angeles County Sheriff's Department that would collect, track, and disseminate relevant research information both within the Department and to interested law enforcement agencies. In order to make the "Library" as useful as possible, we would appreciate your answers to the following questions.

- 1) Does your organization have an internal "library" capable of storing, retrieving, and disseminating research information?
  - a. have you accessed in the past?
  - b. are you currently accessing?
  - c. may you need to access in the future?
- 2) Do you have access to a law enforcement library? If so, please provide the library name and location.
- 3) What law enforcement subject(s):
  - a. have you accessed in the past?
  - b. are you currently accessing?
  - c. may you need to access in the future?
- 4) In order of priority, what properties, resources, and capabilities would you like to see included in a law enforcement library?
- 5) Would your department make use of a local law enforcement library?
- 6) Any comments or suggestions?

Thank you for taking the time in providing us with your input.

Sgt. W. J. Moore  
Los Angeles Sheriff's Department  
wjmoore@lasd.org  
Phone: (562)946-7892 or (562)465-7903

## TOOL BOX

(continued)

***Managing Innovation in Policing: The Untapped Potential of the Middle Manager***(William A. Geller and Guy Swanger, 1995) Product #803, 204 pp.  
ISBN#: 1-878734-41-5**Member Price:** \$24.95**Nonmember Price:** \$27.50

The conventional wisdom holds that middle managers are almost inevitably obstacles to strategic innovation, including community policing. In *Managing Innovation in Policing*, however, authors Geller and Swanger argue that, when properly motivated and supported, police middle managers have been and can be key players in policing reform. This book includes case studies of successful middle managers and suggestions for how police senior leaders, city officials and others can help position middle managers to voluntarily, proactively and effectively help implement community policing. *Managing Innovation in Policing* has become a popular text for community policing training courses.

***Quantifying Quality in Policing***

(Larry Hoover, ed., 1995) Product #804, 280 pp.

ISBN#: 1-878734-40-7

**Member Price:** \$19.95**Nonmember Price:** \$22

In *Quantifying Quality in Policing*, police professionals and social scientists identify those elements of total quality management (TQM) that may be used to assess effectiveness in police performance. In the past, police performance has primarily been evaluated in terms of numbers, such as crime statistics and arrest rates. The authors of *Quantifying Quality in Policing*, however, suggest that other indicators such as citizen satisfaction

and crime prevention, although hard to quantify, are also important in fairly assessing police services. Routinely used as required reading for classes and promotional exams, this book features such noted experts as George Kelling, Gary Cordner, John Eck, Darrel Stephens, and David Bayley.

***The Police Response to People with Mental Illnesses: Trainers Guide***

(PERF, 1997) Product #829

ISBN#1-878734-55-5

**Member/Nonmember Price:** \$5.50 (No discounts given on this product)

*The Police Response to People with Mental Illnesses* is a training curriculum and model policy for police agencies that wish to educate their officers about appropriate responses to situations involving people with mental illnesses. The curriculum includes modules—which can be used separately or together—on the Americans with Disabilities Act, types of mental illnesses, treatment options, voluntary and involuntary commitment of people with mental illness, psychiatric evaluations and other situations that police may encounter. It offers techniques and model practices for police officers to deal with a variety of situations, from talking to a person who is experiencing delusions, to transporting a person to a mental health facility for evaluation.

***The Police Response to People with Mental Illnesses: Training Video***

(PERF, 1997) Product #700 (video)

**Member/Nonmember Price:** \$5.00 (No discounts given on this product)

This is a two-part video on improving the police response to people with mental illness. The first part covers basic information about mental illness, the Americans with Disabilities Act and tips for police dealing with some common types of encounters with people who are mentally ill. The second part focuses on a community policing response to situations involving people with mental illness, including how police can forge partnerships with other service providers to develop long-term resolutions to recurring problems.

***Information Management and Crime Analysis: Practitioners' Recipes for Success***

(Melissa Miller Reuland, ed., 1997) Product #819, 152 pp.

ISBN#: 1-878734-48-2

**Member Price:** \$18.95**Nonmember Price:** \$21

In *Information Management and Crime Analysis: Practitioners' Recipes for Success*, police practitioners from around the country discuss ways to manage police information to meet a variety of needs, from crime analysis to community awareness. Chapters cover crime information, database structures, administrative crime analysis, use of information technologies to assist investigations and tactical planning, how crime analysts can use computer mapping to identify "hot spots," and decentralization of information to beat officers and citizens.

To order or receive a catalog of PERF publications, call 1-888-202-4563 or check the PERF website at [www.policeforum.org](http://www.policeforum.org).

## 1999 IALEP MID-YEAR BOARD MEETING

### ORLANDO, FLORIDA

#### Board Members Attending:

Lisa Hopkins, President  
Bill Meyrahn, Executive Vice President  
Mike Wilson, Staff Vice President  
Chris Stockard, Past President  
Wilke Bermudez, Secretary  
Phillip Johnson, Repository Director  
Clark Combe, Chapter Representation

Note: Holly Christian, Treasurer, unable to attend due to Death in Family but provided financial statements for review.

#### Thursday, April 29<sup>th</sup>, 9:05 a.m.

Board meeting began with Kaye Ersch, Orange County Sheriff's Office and member of the Year 2000 Florida Conference Host Planning Committee, introducing the other members of the committee in addition to the outside support staff.

#### Committee Members in Attendance

Lieutenant Tom Smith, Collier County Sheriff's Office

Linda White, Orange County Sheriff's Office

Diana Shek, Florida Department of Law Enforcement

Julie Ryczak, Clarion Plaza Hotel

Kris Stabler, Clarion Hotel Convention Planning Services

Annette Udziela and Nicole Cherry, Orlando/Orange County Convention & Visitors Bureau

After the introduction, the Committee

updated the Board on its conference preparations, which entailed a mutual discussion about the event. Tom Smith, Florida Chapter and Committee Member presented the new IALEP Florida Conference web site <http://www.colliersheriff.org/ialep> sponsored by the Collier County Sheriff's Office. This web site will provide a hotel link to include conference scheduling, listing of speakers, activities and other pertinent information. Attendees will also be able to use the web site to request a hotel reservation although they will not be able to confirm their reservation on the site. Attendees will have to confirm their reservations in the usual manner.

During the morning session, the Planning Committee also presented the conference brochure, draft conference schedule and vendor packet. Kaye Ersch mentioned that during the week of May 3<sup>rd</sup>, twelve hundred brochures would be mailed to our overseas membership and potential attendees.

The Conference will offer the following planned activities:

Kennedy Space Center Tour  
Golfing  
Patch and Pin Trade  
Banquet

Note: There will also be office/table space available to sell agency memorabilia.

It will also offer the following amenities:

Discounted pre-purchase of attraction tickets  
On-site car rental  
Free I-Ride Trolley Service (trolleys which travel from Sea World to the Belz Factory Outlet Mall with 54 stops along the way, one of which is the Clarion Hotel).

Convention Planning Services will provide a hospitality desk for

attraction ticket purchases, information, reservations, etc.

Lastly, during the morning session, Julie Ryczak (Clarion Hotel) gave the Board and Conference Planning Committee a tour of the hotel facilities, which included typical hotel rooms, eating and leisure facilities.

In the afternoon, the Board resumed its conference planning review with a tour of the Kennedy Space Center and the Apollo/Saturn V Center where a conference dinner will be held. The dinner will take place after the Space Center closes between 6:00 and 7:00pm. Furthermore, the Space Center Tour will be private and the dinner will be privately catered for IALEP.

Upon leaving the Space Center, the Board and Committee ended its business for the day.

#### Friday, April 30<sup>th</sup>, 9:10am

Board reviewed the IALEP Strategic Plan and made some revisions with regard to critical issues and goals. The revised plan will be presented at the Annual Training Conference in San Antonio, Texas.

The Board, after finishing its review of the Strategic Plan, decided to commence its Mid-Year Board Meeting.

#### Approval of Minutes

First order of business was approval of the Executive Board Meeting minutes of the teleconference meeting which occurred on April 22<sup>nd</sup> to discuss the selection of an association management firm.

Motion to accept the minutes of the April 22 Executive Board Meeting by Chris Stockard and Seconded by Clark Combe. Approved by Board.

**Board Member Reports**

**President** – nothing to report

**Executive Vice President** – provided 2000 Budget and Strategic Plan Update.

**Staff Vice President** – advised Board that he has started preliminary work on the 2002 Conference which will take place in Kansas City, Missouri.

**Secretary** – nothing to report

**Treasurer** – not present for reason previously mentioned. Nonetheless, provided Financial statement for the years ending on December 1997 and 1998, along with 1999 net worth and cash flow reports.

Motion by Bill Meyrahn to accept IALEP financial reports and seconded by Clark Combe. Approved by Board.

**Chapter representative** – IALEP web site has chapter listings. The IALEP currently has the following chapters.

Intermountain  
Southern California  
Florida  
Southwest  
Pacific Northwest (Inactive – some interest in restarting itself)  
Rapp  
Virginia  
Texas  
Illinois  
Michigan

**Repository Director** – The new Repository Director is Phil Johnson, Kansas City, Missouri Police Department – nothing to report.

**Conference Reports**

**Lisa Hopkins (San Antonio)** : Hotel arranged, has virtually gotten all the speakers needed and the conference registration is set.

**Mike Wilson (Kansas City)**: As previously mentioned, has done some preliminary work and has already conferred with Merle Manzi, SM&C Sciences, Inc., our association management firm about the conference location. For the attendees information, the conference location has four river boat casinos nearby.

**Old Business****Planner Certification**

Motion by Bill Meyrahn to accept new certified planner's application, which would be effective on June 6, 1999. Motion seconded by Clark Combe. Approved by Board.

**Basic Planners Course (deferred)****Association Manager (deferred)****New Business****Advertising**

On the subject of advertising with regard to the 1999 Annual Training Conference, IALEP will be advertising in the usual publications, Law Enforcement News and Law and Order as well as several "free" publications.

**Year 2000 Budget**

Will be prepared by Bill Meyrahn and presented at the Annual Training Conference along with an explanation of potential future professional expenses.

**Web Site Service**

Chris Stockard will be looking for a private service to assume the maintenance of the IALEP web site. The current arrangement with the Alaska Department of Public Safety is no longer suitable.

Motion by Chris Stockard to commend Scottsdale Police Department volunteers Audrey Murray and Lee Siffring for their help on the annual membership renewal. Motion seconded by Clark Combe. Approved by Board.

Motion by Lisa Hopkins to adjourn and seconded by Wilke Bermudez. Approved by Board and meeting ended at 3:55pm.

**Saturday, May 1<sup>st</sup>, 9:15am**

**Association Manager**

Board Meeting resumed and there was discussion concerning Merle Manzi, Association Manager. Board agreed that based on the proposals submitted by the other competing association management firms, Merle's firm provided the best value at the best price, in addition to more precisely meeting the needs of the organization.

### Basic Planners Course

Discussion regarding IALEP's project to develop and publicly offer a law enforcement planner's course which will be a primary service of the organization. Lisa will contact Mark Calhoun and Peter Bellmio so he can arrange a presentation at the San Antonio Conference.

Motion by Chris Stockard to continue to develop course and answer questions posed by Board and have a presentation done at the annual conference. Motion seconded by Clark Combe and approved by Board.

The Board is focusing toward early 2000 as the start date for the course while the location is yet to be determined.

Motion by Clark Combe to adjourn and seconded by Mike Wilson. Approved by Board and meeting ended at 10:15am.

Submitted by Wilke Bermudez, Secretary.

## COMPUTER VIRUS ALERT

What are computer viruses?

Somewhat like their biological counterparts, computer viruses are collections of code that sometimes attach themselves to a "host" (such as a program file).

By definition, viruses are self-replicating - which means that once you open a virus-infected document, the documents you go on to create will be infected, too. For example, if you open an infected word-processing document, then documents you create with your word processor will also be infected with the virus.

Some viruses are relatively harmless or merely annoying, while others can cause serious problems with your data or machine. Among the most common today are "macro" viruses, written in an application's macro language.

With the macro virus protection turned on, every time you open a document that contains macros, a dialog box appears and asks you to choose whether to enable or disable included macros. You should always disable macros when you are not certain of their purpose or functionality.

By choosing to disable the macros, you will prevent any macro viruses from running, preventing infection by the virus. The virus is only activated if you open the attached document and choose to enable the macros or if your macro virus protection settings have been previously turned off and you open the attachment.

You can get a virus by downloading or receiving a file that is infected. These files can be attached to an e-mail, on a floppy disc, or from the Internet. If you open or run this file, you could be infected.

Always take these precautionary steps:

**NEVER** download and/or run an attached file on an e-mail from a stranger or from an unknown address.

**NEVER** have your e-mail program set to automatically download attached files. This is especially true for browsers and/or e-mail programs which automatically execute Microsoft Word after opening an e-mail.

**NEVER** run a file you've just received without first running it through an updated anti-virus utility.

**TAKE CARE** in using floppy disks! The more computers a floppy has been used on, the better the chance of a

virus infecting it. Always run floppies through an anti-virus program before using.

Specific Viruses to Watch Out For:

The "**Melissa**" Virus is a macro virus delivered via e-mail in an attached Word document. The e-mail contains the subject line "Important Message From "UserName" and/or contains the message body "Here is that document you asked for ... don't show anyone else ;-)". If the attached Word document is opened and the macro virus is enabled (i.e., it is allowed to run), it can propagate itself by sending email with the infected document to a number of recipients. The virus reads a list of email addresses from your Outlook Address Book and sends an email message to the first 50 recipients automatically.

This virus does not appear to destroy data. If the current day of the month equals the minute value of the current time, and the infected document is opened, the following text is inserted at the current cursor position: "Twenty-two points, plus triple-word-score, plus fifty points for using all my letters. Game's over. I'm outta here."

The "**Papa**" Virus, a variant of the "Melissa" virus, is a macro virus delivered via e-mail in an attached Excel document. In the case of the "Papa" virus, the e-mail contains the subject line "Fwd: Workbook from all.net and Fred Cohen" and/or contains the message body "Urgent info inside. Disregard macro warning."

If the attached Excel document (named "pass.xls") is opened and the macro is enabled, the "Papa" virus reads the list of email addresses from your Outlook Address Book and attempts to spread by sending an e-mail message to the first 60 contacts automatically, without the user's knowledge. In addition, the "Papa" virus may generate commands

that result in significant network traffic congestion without the user's knowledge. The "Papa" virus does not appear to destroy data.

**Worm.Explore.Zip** is a virus that is contained in a file attached to an e-mail. The e-mail message may appear as if it is from an acquaintance and will contain the following text:

*Hi <recipient's name>  
I received your email and I shall send you a reply ASAP.  
Till then, take a look at the attached zipped docs.  
Bye.*

The attachment to this message is an executable file named "zipped\_files.exe." Opening this attachment will run the virus and may affect data on the users hard drive, as well as any mapped network drives, each time it is executed. It is important to note that the Worm.Explore.Zip virus does not execute automatically. Members receiving this e-mail message should delete it immediately **without** opening the attachment and then empty the deleted items folder.

The **Chernobyl Virus** or **W32.cih.spacefiller**, is a family of viruses that first appeared in June 1998. Currently there are three known variants; and at least two of these have been found 'in the wild.'

The viruses contain a very dangerous payload, which triggers on the 26<sup>th</sup> of any month. On this date, the virus attempts to overwrite the flash-BIOS. If the flash-BIOS is write-enabled (this is the case in most modern computers with a flash-BIOS) this renders the machine unusable because it will no longer boot. At the same time, the virus overwrites the hard disk with garbage.

**Happy 99** or **Ska Virus** is attached to newsgroup and e-mail messages as an

attachment called Happy99.exe. You cannot get infected with this virus just by reading a newsgroup or e-mail message. You have to execute the attachment, a firework display. Almost always, the person who sent it does not know that they are sending it out. It does not show up in their Outbox. If you didn't execute the attachment, you can just delete it and move on. You should never open an EXE, COM, SHS, BAT, VBS file or MS Office document unless you know the source and its purpose and even then, check it with an up-to-date antivirus program.

This virus will silently attach HAPPY99.EXE to a copy of outgoing e-mail messages. It does not contain any payload other than the fireworks display. However, it could overload an e-mail server if a lot of copies get passed around. Also, since it gets passed along a lot, a different virus could attach to HAPPY99.EXE somewhere along the way. Restoring your original WSOCK32.DLL will correct these problems.

### Trojan Horses

An important key to safe computing is to never use software from unknown sources. Malicious users often use "Trojan Horses" to deliver harmful software onto unwary users' computers. A Trojan Horse is a piece of software that appears to do something useful, but which actually performs hidden, usually damaging, action on the user's computer. For example, a malicious user might develop a game program that deliberately erases files on the user's computer while it runs, and distribute it via a web site.

Another Trojan Horse mechanism that is frequently used is to send malicious software to users via e-mail, claiming that it is a product upgrade from a software vendor. A recent example of this is an e-mail claiming that the attachments are product upgrades from Microsoft or other software vendors, when in fact they are harmful software that may damage the user's software and files when they run the attachments. If you receive an e-mail that claims to contain software from Microsoft, **do not run the attachment**. The safest course of action is to delete the mail altogether.

Recently, a new Trojan horse called Back Orifice 2000 has been released into the wild. Back Orifice 2000 allows hackers to take control of a person's PC over the Internet, but only if the victim has been tricked into installing the Back Orifice software on the local machine. Users who click on an infected email attachment enable the Back Orifice installation, thus placing all control over their PCs into the remote hacker's hands.

Back Orifice 2000 is a Windows 9x and NT program that acts as a hack tool. When executed, Back Orifice turns a user's system into an open client, giving virtually unlimited remote access to the system over the Internet. Anyone running the other half of the Back Orifice software can then control the user's computer to do anything they could do while sitting in front of it, including reading and/or deleting all files. Back Orifice 2000 is virtually undetectable, and has been reported as spreading via several benign email attachments such as screen savers.

It should be noted that even if a message containing a virus is not opened, it could still infect others if it is forwarded. To minimize risk from viruses and to prevent spreading them further, if you receive e-mail with any of the above-mentioned language, you should delete it immediately without opening the message.



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

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

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