



**What we have here is a failure to communicate:
Conducting a communications audit within your agency**

**Douglas L. Yearwood, Director, North Carolina Criminal Justice
Analysis Center**

Poor communication, the lack of communication and miscommunication exist within all agencies and invariably affect organizational operations in a deleterious manner. The extent to which communication problems impede organizational effectiveness and efficiency is dependent upon a host of factors including: the content of the lost or miscommunicated messages, the urgency or timeliness of the communications, the medium through which they are delivered or conversely not delivered, the sender and targeted receiver, the pervasiveness of an informal grapevine which can leak accurate and inaccurate information before it should be officially released and erroneously delivering information to improper personnel.

Granted, many of these communication problems may be minor and perceived by personnel as trivial and not a threat to the agency and its stated mission. However, other errors can be catastrophic and result in extreme embarrassment to the affected parties, top management and the entire organization as a whole and consequently raises personnel, legal and financial issues. For example: releasing inmates before their scheduled release dates, directing officers to an incorrect crime scene, recording inaccurate witness/ evidence information, not following the agency's newly announced bloodborne pathogens procedures, or having a judge issue a failure to appear arrest order for an inmate who missed his court date because jail personnel failed to escort him to the courthouse.

Unfortunately, identifying the cause and culprit of the communications errors often occurs after-the-fact, is randomly conducted with a witch-hunt mentality, rarely producing true solutions to the root cause of the communication problems. This lack of credible scientific analysis can often exacerbate the problem by offering inappropriate solutions, inadequate or unnecessary policies and procedures or worse the demotion or termination of dedicated officers who happened to be in the wrong place at the wrong time. A more thorough and valid analysis of agency communications can be conducted through the administration of a communications audit survey.

Numerous survey instruments are available for this type of analysis. I prefer the International Communication Association's audit survey, which was developed by Gerald Goldhaber. The 132-item questionnaire is composed of eight different sections (receiving information from others, sending information to others, follow-up, sources of information, quality of information from key sources, channels of communication, organizational communication relationships, and organizational outcomes) plus a section for background information about the respondent. Respondents are asked to provide their ratings on a 5 point Likert scale (1 = Very dissatisfied, 5 = Very Satisfied) for some portions of the survey. Other portions of the survey require the respondent to compare, again on a 5 point Likert scale,

the amount of information they currently receive with the amount of information they would like to receive regarding various communications topics and behaviors. The survey is extremely useful because it enables the researcher to analyze communication patterns between employees and their immediate supervisors, communication across different work divisions, as well as communication transactions between employees and top management. The survey enables an analysis of both upward and downward communications and the flow of information throughout the entire agency.

The entire questionnaire can be completed in approximately 20 to 30 minutes and is self-explanatory so that its administration does not necessarily have to be conducted in a classroom or examination like setting. It is recommended that the survey be given to all members of agencies with fewer than 75 employees while random sampling of employees would be required for larger organizations. The key to random sampling is to ensure equal representation from every division or section within the agency. It is also recommended that the data be coded and analyzed with the Statistical Package for the Social Sciences (SPSS) or another comparable statistical software application. However, it is possible for basic data analysis to be accomplished with Microsoft Excel or Access.

The key to conducting a successful communications audit is acquiring the buy-in, or support, of the organization's top leadership. It is not enough for the chief or sheriff to approve the survey administration, he or she must be sold on the merits of doing the survey, committed to a serious and objective review of the findings, and most importantly be devoted to and ready to implement positive change in an effort to alleviate those communication problems which are identified through the audit.

Upon completion of the survey and after the results have been compiled it is advantageous to present the audit findings to the top management of the organization. Obviously, a professional presentation should be prepared complete with graphical documentation, a full report and a summary sheet outlining the major communication strengths and weaknesses which emerged from the audit survey. Findings should be presented objectively and factually in order to lay the groundwork for developing recommendations for improvements in the agency's communication patterns.

While the audit is useful for illuminating communication strengths and weaknesses it does not offer recommendations on how to affect change and bring about more effective and efficient organizational communications. This task needs to follow the presentation of the findings and I have had considerable success using a team approach for developing specific, concrete and attainable solutions for improving the major communication problems of the organization. It is recommended that the team

consist of representatives from top management, mid-level managers and line staff. The team should also contain equal representation from each of the organization's divisions or sections. Utilizing this team concept will potentially increase the effectiveness of the suggested recommendations because a greater number of affected staff will have had input into the proposed changes versus having to comply with an edict from the top.

In addition to formulating recommendations for improvement the team should outline a timetable for implementation which should include a detailed breakdown of the required tasks, who is responsible for what and when each activity is to be completed. Finally, the progress of the recommended solutions and implementation plan should be carefully monitored and evaluated in order to ensure that positive changes are indeed occurring within the agency's communication patterns and the flow and exchange of vital information.

A proactive, well-planned and analytical assessment of an agency's communication patterns, problems and needed improvements will benefit the organization immensely. After effecting the needed changes information can be directed and delivered to the necessary parties in a timely and systematic fashion, grapevine gossip can be minimized, inaccurate information can be filtered and corrected before irreparable damage occurs producing an end result of improved organizational effectiveness and efficiency.

The author recently completed a communications audit within his own agency in order to fulfill requirements for graduating from the state's certified public manager program. While many of the findings were critical of top management they were nonetheless received, and evaluated, objectively by the leadership. Subsequently, top management has developed a staff improvement team that will explore ways to improve office communications and other organizational issues.

Creative Use of Technology and Partnerships Shuts Down Drug Dealers

By Chief Michael A. Meyers

RIALTO, CALIF.

To combat drug dealing on city streets, the Rialto Police Department employed a strategy based on aggressive stops and detentions of pedestrians and motorists, undercover buy-bust operations and prevention programs, such as DARE (Drug Awareness and Resistance Education).

But when Rialto saw a noticeable increase in gang and street-level drug trafficking in April 1999 despite all those efforts, the department's Street Crime Attack Team (SCAT) developed a new drug-suppression strategy applying the concepts of problem-oriented policing. Operation Clean Sweep's goal was to reduce street-level drug dealing by developing such strong prosecution cases that, once arrested, as many dealers as possible were sure to be incarcerated.

Operation Clean Sweep began by identifying the drug hot spots and the main players. SCAT officers analyzed and compiled information on drug-related calls for service from the department's computer-assisted dispatch database and from citizen calls to a drug hotline. Meetings with patrol officers, detectives and neighborhood watch groups provided valuable intelligence and insight into activity on the streets.

Using New Technology

To gather the evidence we would need to support the prosecutions, the SCAT officers made creative use of new technology—a miniature video

camera capable of filming participants in a drug transaction and recording their voices.

The team designed a sting operation for use at targeted locations. When a drug dealer approached the undercover vehicle—an unmarked, late-model car not known on the street—to sell his wares, a team member activated the hidden camera installed in the car and filmed the entire transaction.

After each sale, the undercover vehicle departed, and a uniformed officer in a marked police car swung by to make a "routine" stop for the stated purpose of establishing the person's identity. While the suspected dealer was being detained, police took a photo of the suspect and showed it to the undercover officers to confirm that the uniformed officer had detained the right person. The dealer was promptly released once his identity had been established. The dealer typically sauntered back into the neighborhood believing that he had once again beaten the system. Meanwhile, the narcotics were submitted to the crime lab for analysis.

Liaison With the District Attorney

Experience has shown us that it is mutually beneficial for the district attorney's office, the law enforcement agency and the community to work together. Toward that end, a deputy district attorney (DDA) was brought on board so that he could become familiar with the operation's details and offer advice to enhance the building of criminal cases. The same DDA would be available throughout the investigation and would be designated as the sole person responsible for charging all the Clean Sweep cases.

When we had completed buys from all the identified dealers, processed the evidence and completed the reports, we

forwarded the cases to the San Bernardino County District Attorney's Office for prosecution.

The Roundup: Cooperation With Other Agencies

Since this operation recorded 89 separate hand-to-hand narcotic buys by the time the arrest warrants were issued, it was evident that the roundup of suspects would have to be a multiagency effort. For three days during September 1999, teams of law enforcement personnel from police departments throughout the region, the San Bernardino County Sheriff's Department, the California Department of Justice, the probation and parole departments and the California Highway Patrol helped us serve the arrest warrants.

Operation Clean Sweep resulted in the arrest and prosecution of more than 100 felons. Seventy drug dealers were taken into custody, and another 22 are believed to have fled town. We made significant recoveries of narcotics, weapons, cash and stolen property. We also discovered a clandestine methamphetamine laboratory. Twelve additional search warrants were obtained on the basis of evidence discovered during the roundup, and the follow-up investigations yielded even more contraband.

Prosecution of the suspects was greatly enhanced and expedited by the videotape documentation of the narcotic buys. The picture quality with the miniature video camera, and its soundtrack quality, leaves little doubt as to a suspect's culpability, and most plead guilty as charged when confronted with this evidence.

For an initiative such as Operation Clean Sweep to work, it's critical to:

Develop a strategy that keeps a clear focus on the purpose of the

operation.

Involve the community in the project as much as possible.

Coordinate with the district attorney's office early and often.

Make use of new technology to enhance your efforts.

Collaborate with other agencies to achieve your goal.

The most rewarding and tangible benefit of Operation Clean Sweep has been the feedback from citizens who say they are now free to enjoy their homes, let their children play outside and walk to the store without being accosted by drug dealers.

For more information, contact Chief Michael A. Meyers, Rialto Police Department, 128 N. Willow Ave., Rialto, CA 92376-5894. Phone: (909) 820-2555.

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INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS

MINUTES OF THE 2000 GENERAL MEETING

On Thursday, October 12, 2000, a meeting of the general membership of the INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS, a Missouri Nonprofit Corporation, was held at Rosen Plaza Hotel, Orlando, Florida. The following Executive Board members were present: President and acting Secretary Bill Meyrahn, Executive Vice President Mike Wilson, Staff Vice President Steve Taratula, Treasurer Laurie Anderson, Repository Director Phil Johnson, Past President Lisa Hopkins, and Chapter Representative Thomas Smith, being all of the members of the Executive Board. Incoming Staff Vice President Barry Horrobin and Incoming Secretary Navin Puri were also present in the general membership.

President Bill Meyrahn, (City of San Bernardino, California), opened the meeting at 2:25 p.m.

He gave an outline of what would be discussed in this general meeting. There would be a discussion by Mike Wilson on the Strategic/Business Plan, a review of the budget by Mike Wilson and Laurie Anderson, an update on Chapter Memberships by Lisa Hopkins and Thomas Smith, a review of the first Planner's Course by Steve Taratula, and an update on the PALS Repository by Phil Johnson.

President Meyrahn then discussed the issue of the Association's relationship with Merle Manzi, who had been contracted to provide

support for the Association office. That relationship was terminated at the mid-year Executive Board meeting in May 2000. Tammie Barfield has now been contracted to provide this administrative support and the Association will hope for a good relationship with Ms. Barfield. It was noted that the Florida Chapter was directly responsible for the success of this 2000 Conference.

STRATEGIC PLAN

Incoming President Mike Wilson (Kansas City Police Department) then was introduced and presented the Strategic/Business Plan for the Association. This concept was first developed at the 1997 Mid-Year Executive Board meeting in Everett, Washington. This plan is reviewed annually at the mid-year Board meeting and was last reviewed in Kansas City in May 2000. The Plan will be published on the Association's web page in the future. The Plan essentially discusses three (3) goals for the Association:

1) "Maintain organizational standards so that they will fully support the strategic plan." This will be done by developing an administrative manual to document the responsibilities of all positions on the Board. This document will be completed later this year and will be reviewed at next year's mid-year Board meeting.

2) "Increase the value of IALEP services." IALEP does provide an array of services to its members and has proven to be a valuable resource for members to tap into. The International Conference every year is a huge component of the services available. IALEP also provides a website, the PALS repository, the Exchange newsletter, a member directory, a certification program, and now a police Planner's Course. Additional monies will be placed into

this year's budget to help develop the Planning Course and even include some "Train the Trainer" programs to help standardize the materials used in that course.

3) "Increase participation in certification program."

One of the goals of this year is to consider other ways for members to receive additional credits for the Planner's Course. There is a possibility of offering smaller blocks of specialized training; e.g., a two-hour block on Crime Prevention Through Environmental Design (CPTED) or manpower allocation. These hours would then count as credits for the certification application. The three original trainers along with other members will be looking at more options for additional training sessions.

BUDGET REVIEW

Incoming President Mike Wilson then presented the proposed 2001 budget for the Association. This year's budget shows an emphasis on advertising and program development. A new line item will be added for program development at \$ 3,000 and the advertising budget will increase from \$ 1,500 to \$ 5,000. The budget increases will be absorbed by the membership dues increasing from \$ 30 to \$ 50 for next year. The dues have not been increased since 1995. The goals for the upcoming year are to raise awareness of the Association and increase membership. This will be done by writing articles in law enforcement journals, producing brochures that can be submitted to other conferences, and generally

"talking up" the good services that are provided by IALEP.

A motion to approve the budget was submitted by Len Golden Price (El Paso, TX. Police Department) and seconded by Barry Horrobin (Windsor, Ontario Police Department). The resolution to approve the budget was unanimously carried.



Steve Taratula, Barry Horrobin, and Mark Calhoon received awards for being the first Law Enforcement Planner's Course Instructors

RESOLVED: The 2001 budget for the International Association of Law Enforcement Planners is accepted as presented by Mike Wilson.

TREASURER'S REPORT

Incoming Treasurer Laurie Anderson (Torrance, Ca. Police Department) explained how she was tapped to become Treasurer without the selection being voted on by the general membership. In addition to two years in the Research & Training Division at the Torrance Police Department, she is a part-time paralegal and has a background in computers and data communication. She

was asked by Past Treasurer Jim Moore (Los Angeles County Sheriff's Department) to take over for him when it appeared he may be retiring at the end of this year. Ms. Anderson stated her four priorities for her role as treasurer.

Preserve the Association's non-profit status

Maintain accurate and up to date records

To help the Association grow in membership

To maintain records in good legal standing with all applicable laws and IALEP Bylaws.

Ms. Anderson then requested that Jim Moore address the group. He discussed how he held the Treasurer's position for seven months. He was then informed that due to a change in the law, he might be eligible for retirement at the end of year 2000. He wanted to ensure that the Association had a good and qualified candidate for the Treasurer's position. On August 1, 2000, he turned the duties over to Laurie Anderson. There were some inherent flaws with the system and the information in the membership database did not coincide with the bank deposits. There were some due checks from members that have been lost. Jim stated that he felt fortunate to work with the board and greatly appreciated the opportunity.

Ms. Anderson then went back to the podium to address some of the concerns of the group, including the lost dues checks that were identified during an audit of the financial records. A number of changes proposed by the Board will be implemented to streamline the Association's procedures and prevent similar problems from happening in the future.

The Treasurer will also be preparing a membership list for all of the Chapters. She

will also be looking at a budget analysis and long-term investments for the Association. She asked for the cooperation of all Chapter Treasurers during this ongoing audit.

President Bill Meyrahn then asked for two motions. He asked for the affirmation of Laurie Anderson as Treasurer. This motion was made by Diana Shek (Florida Department of Law Enforcement) and seconded by Jim Moore (Los Angeles County Sheriff's Office). The resolution was unanimously carried.

President Bill Meyrahn then asked for a motion to accept the Treasurer's Report. This motion was made by Len Golden Price (El Paso TX. Police Department) and received a second by Jim Moore (Los Angeles County Sheriff's Office). The resolution was unanimously carried.

PLANNING COURSE UPDATE

Incoming Executive Vice President Steve Taratula (Montebello, Ca. Police Department) gave a report on the Basic Planner's Course that was conducted in May 2000 in Kansas City, Missouri. As planning course liaison, he will be working with the Chapter Representative to gather input from the membership. The initial course was a rousing success. 36 students attended the course, which occurred over 5 days. The hours were long for all involved, including the instructors, which also consisted of some twelve-hour days. There was a lot of feedback by the students, both positive and negative. The

instructors will be looking to make changes for the next training course. Tentatively the course will be in Torrance, California sometime in April 2001. There will be an effort to make the course a Monday-Friday course, maintain the hours between 8-5, limit the number of students to 30, and get the students involved in more fieldwork. There is also discussion of changing the title from Basic Police Planner's Course to just Law Enforcement Planner's Course. This will be to keep someone from being denied the opportunity to go if they have already spent several years in the profession.

two items to discuss. She will be able to maintain the editing role of the IALEP Exchange Newsletter for another year. The next edition will be sent out in December 2000 and deadlines for submissions to the newsletter will be November 20, 2000. That edition of the Exchange will also have a slip on it for members to fill out to indicate to Ms. Hopkins if they would like to continue to receive a paper copy (hard copy) of the newsletter. All of the newsletters are now posted on the website and members can access it that way if they choose. This will be done in an effort to cut down on printing and mailing costs. This is now possible due to the



Past Presidents in attendance at the Banquet - (R to L) Bill Meyrahn, Teresa McElwain, Lisa Hopkins, Tom Redding (NAPP), Mike Wilson (2001), Chris Stockard, Bill Heffron, and Mark Calhoon (NAPP)

There was also some discussion from Steve and the group to look at other options such as e-mail and web-site resources. Louise Grimm (Alachua County Sheriff's Office, Gainesville, Florida) also mentioned that the Florida Chapter is working with the University of North Florida to develop their own planning course that would allow more people from their region to attend. One member suggested an Internet-based Planner's Course for people who could not otherwise attend. These are all issues that the instructors will be looking at this upcoming year.

PAST PRESIDENT'S REPORT

Past President Lisa Hopkins, (Florida Department of Law Enforcement) had

growing use of e-mail by the entire membership of IALEP.

Ms. Hopkins also recently conducted an election with the Chapter Presidents. They re-elected Thomas Smith, (Collier County, Fl. Sheriff's Office) to be the Chapter Representative to the IALEP Board.

REPOSITORY UPDATE

Repository Director Phil Johnson, (Kansas City Police Department) then quickly gave an update on the PALS Repository. Last year in San Antonio, a contest was started so that if 100 entries were submitted between that meeting and this current meeting, there would be a drawing for airfare to

Kansas City for the 2001 Conference.

There were only 59 submissions so there was no drawing. It is hoped this contest can carry over to the 2001 Conference in Kansas City, Missouri. Mr. Johnson encouraged the group to continue to submit projects and build up the database.

CLOSING

A motion to close the meeting was made Barry Horrobin (Windsor, Ontario Police Department) and a second was submitted by Roger Doherty (Florida Department of Transportation). The motions were accepted by President Meyrahn by unanimous vote and the meeting was adjourned at 4:05p.m.

PLANNER CERTIFICATION AWARDS 1999-2000

PROJECT OF THE YEAR CINCINNATI POLICE DIVISION

The Planning Section for the Cincinnati Police Division was recognized for submitting the Project of the year for 1999-2000. In 1998, the Cincinnati Police Division was notified the City of Cincinnati had been designated to receive domestic preparedness training dealing with nuclear, biological and chemical weapons of mass destruction.

The Planning Section was charged with the responsibility of planning, coordinating, and implementing the training. Upon completion of the WMD training, the Planning Section saw an opportunity to make significant improvements in how the department responded to and manages critical incidents. The Planning Section revised the policies and procedures and developed training for the department.

As a result of the training for the Cincinnati Police Division, the training was given to 91 law enforcement, fire, and communications personnel from 22 Hamilton County and Northern Kentucky agencies.

Project submitted by Captain Dave Gregory, Cincinnati Police Division

Receiving Basic Certification:

Valerie Beyer, London, Ontario Police Services

Mary Ann Atkisson Callahan, Broward County Sheriff's Office, Ft. Lauderdale, Florida

David E. Dannels, Lexington County Sheriff's Office, Columbia, South Carolina

Richard A. Mackey, Lincoln Police Department, Nebraska

Kathy W. Moore, Portsmouth Police Department, Virginia

Gary G. Vredevel, Prescott Police Department, Arizona

Receiving Basic and Advanced Certification:

William E. Davis, Scottsdale Police Department, Arizona

Linda Raitt Gross, Gresham Police Department, Oregon

Bruce Nelson, London, Ontario Police Services

Navin Kumar Puri, North Carolina Governor's Crime Commission

John T. Quinn, Manchester Police Department, Missouri

Douglas L. Yearwood, North Carolina Governor's Crime Commission

Receiving Advanced Certification:

Len Golden Price, El Paso, Texas Police Department

Steven R. Ruley, Walla Walla Police Department, Washington

PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR LAW ENFORCEMENT

By: Ernest G. Vendrell

Introduction

Today, the internal and external environments are changing rapidly for police organizations in the United States. The accelerated rate of change in terms of technological advances, increased diversity at all levels of the workforce, complex social conditions, as well as reduced funding levels, have created many unique challenges for law enforcement. In addition, growing trans-national crime issues have created a tremendous need for increased communication and cooperation among the larger police community.

To cope with these uncertain conditions, it has become increasingly important for police organizations to institute dynamic professional development strategies for their personnel that are designed to identify and apply new ideas and concepts. One innovative approach, or strategy, that should not be overlooked by law enforcement are exchange programs with other organizations. Exchange, or fellowship programs, offer police professionals a unique opportunity to work alongside, and learn directly from, personnel from other agencies. This can be of considerable benefit to law enforcement since the world has become a much smaller place as a result of increased mobility, the growing globalization of business, as well as other strategic factors.

Consequently, it stands to reason that we examine the experiences, both good and bad, of our counterparts around the world.

One Example: The Fulbright Fellowship in Police Studies with the United Kingdom

For a number of years, I have had a keen interest in the Fulbright Fellowship in Police Studies with the United Kingdom. I had become familiar with this fellowship opportunity as a result of attending various conferences and training programs as well as reading a variety of professional and scholarly publications. As an experienced police instructor and training coordinator with a particular interest in how the larger police community can best prepare emergency services personnel to respond to crisis situations in an ever-changing and complex world, I felt that this program would represent a unique opportunity to exchange information with, and learn directly from, other dedicated professionals. On a more personal level, I was convinced that if given the opportunity to participate, the knowledge and experience that I would surely gain from the experience could be successfully applied in my work setting. This, in turn, would have a significant impact on the professional development of the many other police officers that I have the opportunity, and good fortune, of working with in a variety of formal training programs.

In February of 1999, I received notification that I had been awarded a Fulbright Fellowship in Police Studies with the United Kingdom for the 1999/2000 academic year. This Fellowship was recently completed at the University of Leicester's Scarman Centre for the Study of Public Order.

The Fulbright Fellowship program is a prestigious award with a distinguished track record. Every year, two police

professionals from the United States are selected to study in the United Kingdom as Fulbright Fellows. Likewise, two police officers from the United Kingdom are provided the opportunity to study in the United States during the same time frame. Since its inception in the mid 1940's, the aim of the Fulbright program has always been to establish mutual understanding and cooperative relationships between countries. To date, the Fulbright program has enabled more than 85,000 U.S. citizens to lecture or conduct research abroad. Approximately 144,000 foreign citizens have come to the United States as Fulbright Scholars.

In years past, Fulbright Fellows in Police Studies were automatically attached to a United Kingdom University by the UK Fulbright Commission. However, at the start of the 1999/2000 academic year, Fellows were given the opportunity and responsibility of locating a suitable host institution based on individual project needs and requirements. It should be noted that Fulbright Police Studies projects are typically research based, and there are a wide range of topical areas that are acceptable to the U.S. and UK Fulbright Commissions.

Personal Experiences

Although the United Kingdom is blessed with many excellent institutions of higher learning, my choice for a host institution became readily apparent. I soon discovered that the University of Leicester's Scarman Centre was at the forefront of cutting edge research into a variety of police related issues. In particular, the Scarman Centre's Risk, Crisis, and Disaster Management Program has an outstanding reputation and attracts students and scholars from all over the world. This was very important to me, since my own project dealt with a comparative analysis of U.S. and UK emergency and disaster management,

with a particular focus on how it is applied in the police service.

Eventually, I was conferred the title of Honorary Visiting Fellow by the University of Leicester. Upon arrival at the Scarman Centre, I was formally introduced to staff and immediately provided with private office space, a telephone, a computer with Internet access, as well as a wide array of risk, crisis, and disaster management research materials. These were supplemented by the Scarman Centre's computer center and on-site library. These substantial resources helped me to carry out an ambitious itinerary. Between April 1st and June 30th of this year, I had the opportunity to meet with professionals from a variety of police forces and emergency management departments. Some of these included:

The London Metropolitan Police Service

The City of London Police

The Greater Manchester Police

The Leicestershire Constabulary

The Central Scotland Police

The Garda Siochana (Republic of Ireland)

The Leicestershire Fire and Rescue Service

The Home Office Emergency Planning Office

The London Borough of Camden Emergency Planning Office

The Scottish Executive, Emergency Planning Branch

In addition, I visited a number of training facilities, such as:

The London Metropolitan Police Service Training School at Hendon and the Public Order Training Facility at Hounslow

The Greater Manchester Training Facility at Claytonbrook

The Scottish Police College at Tulliallan Castle at Kincardine

The Garda Siochana Police College at Templemore (Republic of Ireland)

The Emergency Planning College at Easingwold

The Police Staff College at Bramshill

During my stay in the United Kingdom, I also attended two International Police Association (IPA) conferences (Dunblane, Scotland, and Bournemouth, England). These events provided me with an excellent opportunity for meeting and exchanging ideas with police officers from throughout the United Kingdom as well as the world.

The above activities represent a wide range of professional contacts within a relatively short period of time. Obviously, these accomplishments were due in large part to the generosity and goodwill of a great many organizations and individuals. In addition, this extensive schedule would not have been possible without the assistance and cooperation of the Scarman Centre. The Scarman Centre's expansive network of contacts and vast expertise in the risk, crisis, and disaster management arena, enabled me to maximize my time in the United Kingdom and derive full benefit from my project goals and objectives.

Conclusion

I have recently returned home and I cannot help but stop and reflect on my many experiences. The breath and depth of these experiences will undoubtedly have a positive impact on my Department and myself for years to come.

On a broader scale, I am compelled to believe that it is this type of comprehensive professional development opportunity that can serve the larger police community to better prepare its future leaders. Besides providing a forum for the exchange of information and experiences, it can also lay the groundwork for the establishment of long-term cooperative relationships among police professionals worldwide.

For additional information regarding the Fulbright program, please contact

The Council for the International Exchange of Scholars
3007 Tilden Street NW - Suite 5L
Washington, D.C. 20008-3009
(202) 686-4000 - www.iie.org/cies/

Ernest Vendrell is a Sergeant with the Miami-Dade Police Department, in Dade County, Florida. He is presently assigned to the Department's Training Bureau as a Training Coordinator.

TECHNOLOGY BRINGS POLICING TO HIGHER LEVEL - AND CLOSER TO COMMUNITY LEVEL

**By Steve Olson, Public
Information Officer,
and Pete Robinson,
Special Projects
Coordinator**

'You've got mail,' the computer alerts. The user points and clicks the mouse to see what this incoming message is all about. Is it from the boss? Is it from a friend or relative? Or, is it some unwanted advertisement from one of those sell-you.coms? "Better be something good," the user mutters to himself. The message opens. Indeed, it is something good, and highly useful.

In recent years, community policing has meant getting out of central headquarters and into neighborhoods. Police chiefs and sheriffs set up district offices and apportioned their cities and counties into community service areas. Stores offered space for officers to fill out reports and use the telephone. Deputies and police officers were encouraged to get out of the car, walk around and be involved. Citizens were encouraged to form a neighborhood watch or join Citizens on Patrol. Working at the neighborhood level remains one of the best ways to do business and fight crime.

But in this age of "the Global Community," the way we reach people is changing. An example is how the Seminole County Sheriff's Office is using the Internet to take citizen involvement to the next level.

eLert Links Law Enforcement and Community

The computer screen glows as

webmaster Pete Robinson hovers over his keyboard. A pile of reports, loaded with faces and facts about individuals with felony records, is being loaded into the sheriff's office's Website. Just when Robinson gets the pile almost finished, another pile is dropped on his desk. In this pile are the latest felony offenders released from Florida's prison system. The community wants to know who these people are and where they will live. That's where the eLert system comes in.

eLert is an electronic alert subscriber list. eLert sends information via e-mail to subscribers about sex offenders, sexual predators or registered felons who have moved into the neighborhood. It offers crime alerts about traveling criminals, people with active warrants or others about whom the sheriff's office believes the public should be aware. The Website has a search engine that allows users to search by characteristics, words or phrases. For example, a search for "burglary" will bring up a summary of each posting that refers to a burglary. The search engine then provides a link to that posting.

On the main page of the Seminole County Sheriff's Office Website (www.seminolesheriff.org) is a listing with the words "E-LERT, Stay Updated by the Sheriff." The user points his or her mouse to a dialog box that says, "JOIN." The user clicks, and the eLert questionnaire opens. The user is asked to follow some simple instructions, enter a password and provide some demographic information, such as a name and ZIP code. eLert then sends back a message to verify the users are who they say they are. Then they become subscribers.

Felon Updates

The computer user at home opens his e-mail. Today's eLert tells of several registered felons, a sex offender or two

as well as a warning to homeowners that bands of traveling criminals are moving through central Florida. The computer user lives in ZIP code area 32707. By reading the eLert listing, the computer user sees a registered felon has moved into his neighborhood. If he wants to see what the registered felon looks like, he just points, clicks and is immediately linked to a site that shows a color photo as well as the individual's criminal record.

"We've actually had subscribers check up on people who do painting or maintenance work," says Robinson. "In some cases, the homeowners have denied registered felons admission to their homes, all because they remembered them from eLert. And I understand that some of the code-enforcement folks use it to see who is living in some of the homes that they must visit so they're forewarned, and hence prepared, if a felon lives there."

To date, the Seminole County Sheriff's Office eLert system, available since March 1998, has close to 850 subscribers. Some 30 new subscribers sign up per month. "The most significant thing we can do about crime is prevent it," says Sheriff Don Eslinger. "It's very important we communicate efficiently and effectively with members of our community. One way to empower our citizens is with information."

For more information about eLert, contact Pete Robinson, Special Projects Coordinator, Seminole County Sheriff's Office, 100 Bush Blvd., Sanford, FL 32773. Phone: (407) 665-6741. Fax: (407) 665-6552. E-mail: probinson@seminolesheriff.org

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

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

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

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

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

or

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

PLANNER CERTIFICATION

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

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

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

Please send any historical or PALS related correspondence to:

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

Criteria for Certified Law Enforcement Planners includes:

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

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

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

Verification of three semester hours or equivalent in research methods.

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

Criteria for Advanced Law Enforcement Planner includes:

Meet all requirements for Certified Law Enforcement Planner.

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

Minimum of a four-year college degree.

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

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

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

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

Cops on the Internet — The “Y” in the road...

By Cmdr. Dave Pettinari
Pueblo County (Colo.)
Sheriff's Department

Once again, we reach a “Y” in the road in law enforcement.

Take the right fork, and you are one of the newest officers “speeding along” the information superhighway! Take the wrong fork though, and you’re off in the toolies chasing rabbits with the patrol car!

In fact, two years from now, if you are a sheriff/undersheriff/chief, commander, administrator, or support staff in a law enforcement agency, and come to work without the Internet, it will be like a patrolman coming to work without his patrol car. The Internet will be that critical in accomplishing our mission by virtue of more efficient and timely access to information.

While the National Information Infrastructure is still in its early stages of development, the Internet is fairly far along in linking law enforcement practitioners worldwide, giving us global resources we’ve never before had access to. To date, few agencies use it extensively, as officers still rely on telephone calls, letters and chance meetings at seminars and lectures. But many law enforcement futurists believe the Internet is the tool of the future, both for operations and research.

For years now, computer crime specialists have used the Internet to exchange techniques and technical information. Forensic lab experts are plumbing Internet’s depths to exchange data with their counterparts. Lately, the Internet has become the intellectual stomping grounds of crime

prevention specialists, dispatchers, officer survival experts, and a whole host of specialists and services useful to law enforcement.

What is Internet, and how can law enforcement use it?

The Internet is a network of computer networks worldwide, with several million “addresses” (people/systems you can communicate with) that can be accessed wherever anyone has a good computer and modem. It has thousands of places to store information and computer files, news and information, and electronic mail. You can exchange tidbits of information in hundreds of different interest groups in Usenet News. You can also send e-mail to anyone in the world. As time passes, the Internet, once thought to be a confusing, unruly, untamed beast, is being tamed. It has become much more user-friendly with the introduction of software and Internet-access companies that cut through the crud and confusion.

Using the personal computer at your desk, you can login on other computer systems worldwide (libraries, universities, etc.); you can transfer files of information on the latest, greatest programs in law enforcement with file transfer protocol (FTP); and you can “gopher” your way to bazillions of categories of information on any subject, anywhere in the world.

Talk about “instant research!” And all this capability — which in real terms “saves” rather than costs money — can make your sheriff or police chief the “smartest law enforcement CEO around!”

Law enforcement is using Internet in the following ways:

Exchanging information on police procedures and technical matters: firearms, uniforms, patches, flashlights, vehicles, bike patrol,

neighborhood watch programs, investigative techniques, starting gangs units, patrol schedules, administrative procedures, electronic fingerprints, etc. If information is classified, it can be sent encrypted to frustrate computer hackers who “surf” for user IDs and passwords.

Exchanging information with the public: getting the public’s opinion on how we could better serve them, relating our perspective on use of force, etc. — a very important dimension that contributes to our community policing paradigm!

Sharing criminal and safety information with the public: missing persons reports, crime alerts (frauds, robbers, rapists), requests to the public to help solve crimes.

Communing with the experts who are knowledgeable in a subject you need help with.

Keeping in touch with officers met at conferences, training courses and investigations.

Maintaining these contacts pays big dividends when you hit a brick wall and can’t break through.

Exchanging intelligence across jurisdictional lines.

For more than a year now, the Pueblo County Sheriff’s Department has had a home page on the Internet. You can find it at <http://www.usa.net/~shfadm/>. It contains the following:

Public Safety News and Warnings (high-profile crimes, requests for public to assist, photos and descriptions of wanted fugitives, etc.)

Reporting Procedures (how to report crimes, use 911, etc.)

News Releases

Department Operation/
Administration — Strategic plan,
mission statement, community
survey results, explanation of
community oriented policing, how
to get a job in law enforcement.

Crime Stoppers (outstanding
crimes and rewards offered).

Important Phone Numbers (police,
sheriff, fire, communications, other
criminal justice and community
agencies, etc.)

Crime Trends and Community
Problems

Youth Violence/Gangs

Crime Prevention Tips (burglary
prevention, self-protection, etc.)

Crime Watch (list of captains,
locales, phone numbers)

D.A.R.E., Drug Free School Zones,
Gang Resistance Education and
Training (GREAT)

Citizens Academy

Reserve Deputy Program

Law Enforcement Explorer Program

Graffiti Hotline (sheriff's graffiti
removal program)

Detention (jail overcrowding study,
daily inmate counts, etc.)

What else is there on the Internet for law enforcement?

Newsgroups and E-Mail Lists

POLICE-L is a restricted list open
only to sworn law enforcement
officers. Here, officers exchange
information on practices and
procedures, discuss issues of
concern, and communicate among

themselves in a police-only setting. List members, who get daily e-mail from one another, are current and former law enforcement officers of many ranks and levels of experience. Everyone is encouraged to post and participate in discussions. To subscribe (for free) send e-mail to POLICE-L-Request@CUNYVM.

The Criminal Justice Discussion List allows officers to interact electronically with corrections and court officials, private security specialists, attorneys, mental health professionals, academics, and others involved in the criminal justice system.

Crime Prevention Officers Network (CPO-NET) is maintained by Cheryl DeJong Vossmer (crimbite@MIT.EDU).

A Communications Electronic Mailing List (majordomo@tcomeng.com) exchanges non-confidential information about police, fire, and EMS telecommunications issues.

Society of Police Futurists (bud@cfw.com — Dr. B.H. Levin) promotes futures research in law enforcement as a discipline, including use of technology, innovative policing strategies, and long-range forecasting.

Sheriff's Department Civil Process E-Mail Group (WSASH@BOCO.CO.GOV — Boulder County, Colo., Sheriff's Dept.) is dedicated to e-mail traffic that discusses questions and answers about civil process matters.

Calibre Press "Street Survival Newslines" — Some of the best officer survival tips around (CalibrePre@aol.com): Phony pagers/pepper spray, 10 fatal errors that have killed experienced officers, avoiding ambush, survival tactics, new products, offender weaponry and methods.

Cop Humor is a mailing list of law enforcement humor maintained by Bill Kennedy (canine@ksu.ksu.edu) — something to lighten and brighten your day!

Law Enforcement Web Sites

CopNet is the mother lode of law enforcement information, with jump-off points to home pages of police and sheriff's departments nationwide, campus police departments, and federal agencies (ATF, CIA, FBI, FEMA, IRS, and the National Law Enforcement Technology Center).

Also on-line are "FBI Law Enforcement Bulletin," "Keepers Voice" (a magazine for detention officers), High-Tech Crime Investigators Association, K-9 Academy, Missing Children's Network, National Graffiti Information Network, PAVNET (Partnership Against Violence's violence prevention initiative), Stolen Bike/Stolen Car Reporting Services, Northwestern University Traffic Institute, National Law Enforcement Officers Rights Center, National Rifle Association, various training seminars, conventions and classes, computer crimes page, and on and on. There is a restricted portion with a password for sworn officers. Also an extensive, computer-searchable library of the Crime Bill, Supreme Court rulings, U.S. Code, state laws and codes, computer crime law, prison legal news, search warrant information, etc.

Police Resource List — Hotlinks to international police agencies, police and sheriff's departments nationwide, and useful sites for specialists — firearms, traffic,

etc. Police dog links are especially complete, and forensics folks will run amok with links to the American Society for Crime Laboratory Directors Home Page, DNA Fingerprinting in Crime, and Forensic Hair Comparison. Links to Northwestern University Traffic Institute, A-A of Cults, Drug Information Server, Police Automation Technologies, Lawyer Jokes (we could always use one more!), and the Oklahoma City Bombing Reference Pages.

Ira Whilsker's Home Page— This professor of criminal justice at the Lamar University Institute of Technology in Beaumont, Texas has probably the largest number of hotlinks to law enforcement sites; better organized than anyone else! <http://bmt.cent.com/users/iwilsker/ira.html>

Auxiliary and Reserve Home Page— Links to reserve programs in various states— <http://haven.uniserve.com/~cmorris/>

Counter-terrorism Web Page: <http://www.terrorism.com/>

Emergency Response and Research Institute— <http://www.emergency.com/>

Most Wanted Home Page— Favorite bad guys who have eluded you for a while! Linked to most-wanted pages around the nation, with photos and physical descriptors. <http://www.MostWanted.com/>

CYBERCOP— Kevin Manson pioneered Internet training at the Federal Law Enforcement Training Center (FLETC). His CYBERCOP page is about policing cyberspace — freedom, security and privacy; protecting children from adult content; cracking down on hackers. Links deliver you directly to the High

Technology Crime Investigation Association and Financial Crimes Enforcement Network. <http://www.well.com:80/user/kfarrand/index.htm>

National Law Enforcement and Corrections Technology Center— The latest and the greatest in equipment and technology. <http://www.nlectc.org/> or <http://nlectc.aspensys.com:83/nlecthome.htm>

National Technology Transfer Center— THE place to look for all government-funded research on technology you can use in intelligence, investigations, and operations. The transfer center has technology gateways to environmental technology, law enforcement (hardware and software vendors), environmental technology, etc. <http://iridium/ntcc.edu>

National Criminal Justice Reference Service— <http://ncjrs.aspensys.com:81/ncjrshome.html> Address for the NCJRS gopher service is ncjrs.aspen.sys.com. An alternate e-mail contact is wbrownin@aspensys.com.

Criminal Justice Country Profiles— Organizational structure and methods of criminal justice systems in many countries, University of Albany: [Gopher://uacsc2.albany.edu](http://uacsc2.albany.edu). **Spook Pages**— Eavesdropping equipment, surveillance, intelligence pages: <http://www.interaccess.com/trc/tsa.html>

FEMA Global Emergency Management System— Several hazmat-related sites listed here. For emergency contact on Internet, send e-mail to eipa@fema.gov.

Hazardous Materials Information

ATSDR HazDat Database: <http://astdr1.atsdr.cdc.gov>

MSDA database: gopher://gopher.chem.utah.edu:70/00/MSDS/

MSDS Toxics database: gopher://ecosys.drdr.Virginia.EDU:70/00/library/gen/toxics

Chemistry index: <http://atf1.fagmed.uit.no/fagmed/chemistry.html>

DOT operating admin: <http://www.dot.gov/browse.html>

CFR (Code of Federal Regulations): <http://www.pls.com:8001/his/cfr.html>

Hazardous Materials Management Magazine: <http://www.io.org/~hzmamg/>

Learning the Internet

If you're a beginner, you can find lots of good articles on e-mail, gopher, FTP, Listserv, SLIP, World Wide Web, Usenet, surfing, etc. at the Internet Learning Center: <http://oeonline.com/~emoryd/>

Or another great resource, written for teachers but one cops, too, can understand: <http://wvnm.wvnet.edu/~u536a/lessons.html>.

Spectrum Virtual University has on-line class in all aspects of Internet use and navigation: <http://horizons.org>; shortcut to classrooms: <http://horizons.org/campus.cgi>

Searching the Internet

The best search engines on the Internet are Lycos, Excite, and Infoseek.

But even better is Alta Vista, as it sucks up all the other search engines:

Alta Vista: <http://altavista.digital.com>

Lycos: <http://lycos.cs.cmu.edu/>

Excite NetSearch: <http://>

www.excite.com/

Infoseek: <http://www.infoseek.com/>

To search for a specific company:
Open Market's Commercial Sites
Index, <http://www.directory.net/>

To look for government-sponsored
Web sites:

Infomine, [http://lib-www.ucr.edu/
Main.html](http://lib-www.ucr.edu/Main.html)

to search Usenet News Groups use
Infoseek, Netscape Navigator's
NetSearch, or DejaNews, [http://
www.dejanews.com](http://www.dejanews.com)

Investigative/Training Resources—
*Good detectives can hit the Yellow
Pages for every city in the nation.
Search by company name or type of
business, specify a zip code or area
code to narrow things down.* [http://
www.telephonebook.com](http://www.telephonebook.com)

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and

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FAX 719.583.4732
E-mail davepet@cops.org

Sheriff's home page
www.co.pueblo.co.us/sheriff/

ANNOUNCING THE 2001

LAW ENFORCEMENT PLANNER'S COURSE!

**April 2 - 6, 2001
Torrance, California**

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

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

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

For Course reservations contact:

Laurie Anderson
Torrance Police Department
3300 Civic Center Drive
Torrance CA 90535-5056
VOICE: 310-618-5677
FAX: 310-618-5635
E-MAIL: LANDERSON@torrnet.com

A specific hotel for the conference has not been named, but for planning purposes, the hotel rate in the area is \$109/night plus 11% tax.

Los Angeles International Airport (LAX) is your best flight destination outside the region. Airport shuttle rates range from \$18 - \$25 one way.

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

PERF RELEASES REPORT ON POLICE PURSUITS

Washington, DC—*The Police Executive Research Forum (PERF) has recently released a new publication, Police Pursuits: What We Know. The report is based on extensive data from four diverse sites and a national survey, and examines the issue not only from the police perspective, but from the perspectives of the public and offenders as well. The book also summarizes and builds on some key prior research, examines liability and risk-management issues, and makes specific policy recommendations for police agencies.*

Police Pursuits was written to provide police professionals and policy makers with information they can use to create policies that truly serve the best interests of the public, and further the police mission to protect citizens' lives and safety. The research on which much of the report is based was funded by the U.S. Justice Department's National Institute of Justice (NIJ). The publication was made possible through the generous support of Mutual of America.

"This book is a great resource for police and researchers who understand the importance of balancing the need to catch suspects against public safety," said PERF President and Minneapolis Police Chief Robert Olson.

The book was written by Geoffrey Alpert, professor of criminal justice and director of research for the University of South Carolina's College of Criminal Justice; Dennis Kenney, former PERF research director and current professor at the John Jay College of Criminal Justice; Roger Dunham, professor of sociology at the

University of Miami; and William C. Smith, an attorney in Columbia, South Carolina, who has worked extensively on pursuit civil liability and risk management.

"PERF is pleased to provide police professionals and the research community with a publication that can fill the information gap that has existed for so long on police pursuit policies and decision making," said PERF Executive Director Chuck Wexler. "This book furthers PERF's goal of providing comprehensive research that will inform the professional debate and thinking about pursuits."

The book is available from PERF by calling 1-888-202-4563 or can be ordered from the on-line bookstore at www.PoliceForum.org for \$20 (non-PERF members) and \$18 (PERF members) plus postage and handling. Bulk discounts are available.

PERF RELEASES REPORT ON THE IMPACT OF FATIGUE ON POLICE OFFICERS

Police fatigue is a common and potentially serious problem that largely has been ignored until now. In *Tired Cops: The Importance of Managing Police Fatigue*, Bryan Vila, Ph.D., a prominent police researcher with 17 years of law enforcement experience, reports important findings from more than two decades of research on officer fatigue and a NIJ-sponsored pilot project he conducted with the Police Executive Research Forum (PERF).

Dr. Vila, who is Associate Professor of Criminal Justice at the University of Wyoming, explores the debilitating effects fatigue can have on shift

workers, particularly police. The PERF publication, supported by the National Sleep Foundation, provides police executives with the background they need to start managing fatigue, and gives officers and their families insight into this long overlooked occupational hazard. Topics covered include

- sources and impact of fatigue on police officers;
- pervasiveness of officer fatigue;
- relationships between fatigue, shift work and work hours practices;
- potential effects of fatigue on officer performance, health and safety; and
- managing police fatigue: the next steps.

"Though this book is based on a pilot study, and more research needs to be done to draw definitive conclusions about fatigue's impact on police officers, it provides insight into fatigue research and its application to police. The implications for police are significant: Fatigue can affect police-citizen interactions, vehicle safety, use-of-force decision making and many other critical issues," said PERF Executive Director Chuck Wexler.

The book is available from PERF by calling (888)202-4563 for \$20 (non-PERF members) and \$18 (PERF members) plus postage and handling. Bulk discounts are available.

What the Professionals Are Saying About Tired Cops

"The information and research are excellent... There is no other more complete or more current body of work on this subject. [It will be] a valuable resource to innumerable fields, businesses, unions, negotiators and policy makers."—Mark Mahowald, M.D., Sleep Researcher at Hennepin

County (MN) Medical Center

“As a former police chief, I believe Dr. Vila brings a lot of experience and an insiders' perspective to the subject...There are no similar resources available to police departments at this time.”—Dr. William Dement, Leading Sleep Researcher at Stanford University, Palo Alto, CA

“We found that we have a significant problem with sleep deprivation and that it not only affects the work environment, but also officers' family life, relations with a spouse or significant other and self-perceptions about general well-being and self-esteem as well as mood. We are implementing some changes and know that this book will aid our efforts.”—Chief Gerald T. Galvin, Albuquerque Police Department (excerpt from Preface).

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THE BIG EASY TAKES ON PREVENTION

Just six years ago, New Orleans, LA, was rated the United States' most violent city. New Orleans averaged 87 murders per 100,000 people; the national average was six per 100,000 in large cities. A quality of life survey conducted by the University of New Orleans (UNO) in 1994 noted that only 19 percent of voters in the city gave a positive evaluation of the police department.

Superintendent Richard J. Pennington led the crime reduction efforts in New Orleans, beginning with a massive campaign to fight corruption within the department and establishing a Public Integrity Division based separately from police headquarters. Along with the mayor, Pennington worked to raise officers' salaries and hired 500 new recruits in an 18-month period.

Pennington's "Plan for Dramatically Reducing Crime in New Orleans" stressed the importance of community policing, accountability of his officers, and the need to improve quality of life issues within the city, such as neighborhood rebeautification and reducing the high school drop-out rate. In 1998, 50 percent of voters gave police a positive rating in the UNO quality of life survey.

"These proud officers have worked hard while remaining focused on fighting crime in the city. Their overall dedication to duty has certainly paid tremendous dividends," said Pennington.

A computer mapping and management accountability process identifying

crime hot spots; instituting a juvenile curfew; and putting police personnel in substations at public housing developments exemplify the approaches used to reduce crime in the Big Easy.

As a result of these strategies, the city has boasted a 47 percent decrease in violent crime and a 30.5 percent decrease in property crime. Juvenile crime averages have also dropped between 5 and 10 percent a year. And by opening the lines of communications with residents of

public housing and acting on their concerns, the murder rate dropped almost 83 percent in one year.

Other crime prevention partners in the city include over 500 neighborhood watch groups, the Recreation Department, the

Downtown Development District, the local Police Foundation, not-for-profits, and the UNO.

"New Orleans has experienced a revitalization of its police department and the people of this community work together with an objective to improve the quality of life for everyone. We began this partnership six years ago, and we have seen tangible results, most noticeably in the reduction of violent crime," said Pennington.

For more information, contact Lieutenant Marlon Defillo at 504-826-2828.

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VIOLENT CRIME AT LOWEST LEVEL IN 27 YEARS

Violent crime in the United States continues a record-setting decline. In 1999, violent crime plunged over 10 percent nationwide, the lowest annual level of violence since the federal government began collecting crime data in a national survey 27 years ago.

The report, Criminal Victimization 1999: Changes 1998-99 With Trends 1993-99, released by the Bureau of Justice Statistics, is based on a compilation of surveys from nearly 43,000 households, offering a broad picture of criminal trends. The report tracks violent crimes such as murder and rape, as well as property crimes such as burglary and vehicle theft.

"There doesn't seem to be any consensus for why crime is going down. Criminologists site an aging population, higher incarceration rates, and an improved economy," according to Callie Marie Rennison, author of the BJS report.

Certainly the decline in crime can be also attributed to the widespread adoption of prevention and community policing. Law enforcement officers no longer just react to crime. They have become problem solvers in their communities, identifying problems and developing strategies with residents to prevent crime before it happens. Efforts around the country, in big and small communities, in rural, urban, and suburban neighborhoods, prove that prevention is working.

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LIMA, OHIO: A LEADER IN CRIME PREVENTION PROGRAMS

Since 1998, the city of Lima has been a part of NCPC's Small Cities Initiative, a federal, state, and local, partnership designed to help create safer communities and get all systems in a community committed to prevention. Crime prevention is a vibrant part of this city's efforts to preserve their safe and caring community. Small cities like Lima often have limited funds and need to be as creative and resourceful as possible.

In Lima, Jim Neighbors volunteered to be the city police department's first ever police chaplain and was sworn in as a member of the department. He reaches out to police officers and the local community in times of crisis to offer compassion and counseling. Lima police officers have partnered with the local cable company and local TV stations to air public service announcements and a television program on crime prevention. Recently, the city received a "Cops in School" grant that helped to pay for eight new school resource officers.

Other successful crime prevention initiatives in the city include an active police-health partnership through the Neighborhood Nursing Program. It is a vital link in the city's community policing efforts in the Riverside North community. Together officers and nurses visit each of the neighborhood's 800 homes to provide residents with home security, health, and victim assistance. The program has contributed to a 30 percent drop in crime in that area.

"The Neighborhood Nursing Program has expanded the positive interactions between police and residents. Doors have swung wide open for the nurse

and the officers who accompany them," said Sergeant Ron Conner.

Recently the city renovated a 90-year-old building that now houses several community-based agencies and also offers transitional housing to ex-offenders trying to re-establish themselves in the community.

For more information, contact Sergeant Ron Conner at 419-227-4444.

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Surf's Up!

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www.ialep.org

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<http://ialepsw.cihost.com>

and the Florida Chapter:

<http://www.colliersheriff.org/ialep>



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