

## INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS



### A MESSAGE FROM THE IALEP EXECUTIVE V.P.

Dear Fellow Law Enforcement Planners:

I hope all of you are enjoying your summer so far. Despite the fact this time of the year is "off peak" for some, various members of the organization are hard at work preparing for this year's annual training conference in Long Beach, California. Based on the volumes of work invested by the conference planning committee and their related staff, I know this will be a fantastic conference. I am looking forward to seeing many of you there.

I wish to take this opportunity to express my sincere appreciation to Bonnie Golian of the Montgomery County, Maryland Police Department. She valiantly answered the call to take over as editor of the "Exchange" newsletter. She has a tough act to follow in Lisa Hopkins (thanks once again to Lisa and all her hard work in this capacity) but I know she is up to the challenge. I encourage all members to please email Bonnie at [bonnie.golian@co.mo.md.us](mailto:bonnie.golian@co.mo.md.us) with articles and information to put into the quarterly newsletter. Remember, this is OUR newsletter so take the liberty to submit "good planner stuff" to Bonnie.

The next session of the Planner's course will be held in Atlanta, Georgia, on November 18 - 22, 2002. The details for this course can be found on the IALEP website. Many thanks go out to Dr. Richard Clarke and his staff at the Atlanta Police Department for all their hard work in arranging for staging of the course. The last session of the course was held in Tempe, Arizona in April, 2002. I would like to acknowledge the hard work of Sgt. Mark Bach of the Fort McDowell Tribal Police Department who not only participated as one of the instructors but handled all the logistical details as well. Thanks a ton, Mark! We are constantly fine-tuning the course based on participant feedback and exposure to new trends, etc. The Atlanta course will have a few new wrinkles in this regard.

Please feel free to contact me at any time with your questions or comments as I am committed to serving you, the membership in my capacity as an IALEP board member. My phone number is (519) 255-6700, x4471 and I can be reached by email at [bhorrobin@police.windsor.on.ca](mailto:bhorrobin@police.windsor.on.ca) as well.

Respectfully,

BARRY HORROBIN  
Executive Vice President, IALEP

## INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS (IALEP) MID-YEAR EXECUTIVE BOARD MEETING APRIL 25-27, 2002

On Thursday through Saturday, April 25-27, 2002, a meeting of the Executive Board of the INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS, a Missouri Nonprofit Corporation, was held at the Antlers Adam's Mark Hotel in the City of Colorado Springs, Colorado. The following Executive Board members were present: President Steve Taratula, Executive Vice-President Barry Horrobin, Staff Vice-President Tom Pulaski, Past President Michael Wilson, Treasurer Laurie Anderson, Repository Director Phil Johnson, Chapter Representative Michael Heckelman, and Secretary Navin Puri, being all of the members of the Executive Board.

### **Kansas City Conference Closeout (2001)**

President Steve Taratula opened the meeting at 8:40 a.m. and welcomed the board. Upon motion duly made and seconded, and by unanimous vote, the Board waived the reading of the September 2001 minutes and approved them as published in the Exchange.

Phil Johnson then updated the Executive Board on the conference held in Kansas City in September 2001. He thanked the Board for all their support during this conference, especially after the events of September 11, 2001. There was some doubt whether the conference would continue after that morning but, fortunately the conference was allowed to continue under an extremely difficult circumstance. The Kansas

City conference realized considerable vendor revenue, which did help offset the cost of the conference. Michael Wilson emphasized that his office is talking to the Conference Committee for the Long Beach 2002 conference to assist them in any way possible. He expressed that working with the vendors closely is a very important aspect of a conference, since they can help offset costs for the membership.

There was also a small discussion on trying to accurately estimate the true number of conference attendees that require hotel nights. At past conferences the estimated number of attendees was around 100 people. The more realistic number for any given conference is closer to 70 persons that stay in the hotel at night. There are usually a large number of persons who commute in for a day or live close enough to the site that a hotel room is not necessary. It was determined that hotel contracts, starting with Colorado Springs, should initially be based on 70 members needing rooms with the option to increase it if more are necessary. The total membership records are now much more accurate than in prior years, and show approximately 400 current members in the Association. There was also a small discussion on the value of using a conference planner for future conferences, even though one was not used for Colorado Springs. It was determined that if the fee the Association pays for a conference planner is equal or less than the

difference the Association can get in the hotel contract, it would be worth considering. It is a resource that the Association may choose to use for the 2004 Conference. This concluded the Kansas City Conference report.

### **Long Beach Conference Report (2002)**

The board was then updated on the status of the upcoming National Conference in Long Beach, California. Michael Heckelman, Laurie Anderson, and Steve Taratula are all working on the conference committee for the Long Beach conference. Michael Heckelman briefed the board on the planning of the course set-up. The conference is hoping to run three concurrent sessions at one time in order to give more choices to the attendees. There are several agencies within a 75 miles radius that the conference can draw from which means there will probably be more one and two day attendees than in prior conferences. The Long Beach Conference will have a one-day registration price as well as the full conference registration fee. In addition to the proposed class format, the board was also briefed on the types of speakers that have been invited and the Wednesday excursion, which will be to Universal Studios. The Long Beach Conference has been fortunate to have support from the Southern California chapter and several law enforcement agencies that are working together to host this week long event. While there

is still work to be done and vendors and speakers to finalize, this conference is looking very well and should be a good experience and learning opportunity for all of the attendees.

### **Presentation by Colorado Springs Police Department (PASS Model)**

The board then met with Officer Paul Meeks and Mora Fiedler both from the Colorado Springs Police Department. Paul is the officer assigned to the Planning and Research office and Mora is a grant administrator and social scientist for the police department. Mora recently finished a project with the department called the Police Accountability and Service Standard Model (PASS). This model is an organization system that is being implemented by the Colorado Springs Police Department. The purpose of the PASS Model is to provide a more comprehensive assessment of organizational effectiveness in delivering police services. It is a structure that assesses the outcomes of police activity rather than simply quantifying the amount of activity or the incidence of index crimes. It is designed to account for both reactive and proactive policing. This program is based on the LOGIC model and has become a very effective tool for the department. The presentation was extremely interesting and provided the board with an incredible amount of information. After the presentation, the board had an information exchange with Ms. Fiedler. This topic can actually be developed into a course track for the 2003 Conference, which will be held in Colorado Springs.

The board also met with Paul Meeks on the arrangements for the 2003 Conference. The overall theme of the conference will deal with Homeland Security. Colorado Springs will be the national home of the Homeland Security Office and with the already existing military facilities and bases located in this community, this will be an ideal program for the conference. It is anticipated that this conference will be able to attract speakers from the federal levels as well as law enforcement researchers and planners from state and local agencies. There will also be topic areas that will include communication frequencies, voice trunking systems, standard emergency management systems, and first responder issues. The dates for the 2003 conference are September 28-October 3, 2003. Colorado Springs will also have a tabletop display with more information at the 2002 Long Beach conference.

### **Law Enforcement Planners Course**

Barry Horrobin then updated the board on the Planners Courses. Two sessions have been held since the Kansas City conference, one in Virginia Beach in November 2001 and one in Tempe, Arizona in April 2002. The course in Virginia Beach had 18 attendees and the course in Tempe had 23 attendees. Barry stated that attendance between 18 and 24 is the ideal course size for the instructors to manage. The course has now been conducted four times in four locations and over the four courses, the instructors have tweaked the curriculum to make appropriate changes for both classroom material and field exercises. The course can be taught with only three instructors

present, but it is definitely more comfortable with four instructors available. The course has been able to have a net proceed since its inception, so it is hoped that this will continue. The next course is tentatively scheduled for November 18-22, 2002 in Atlanta, Georgia. Barry also discussed with the board the concept of an advanced course. There is a lot of interest in this from the attendees that have taken the class to expand some of the existing topics into a more advanced course. An advanced course will be a 2 or 3 day module that will go into great detail on that topic, i.e. CPTED, Strategic Planning, etc. While the arrangements still need to be worked out, an advanced course could be offered in 2003.

The board then discussed the responsibilities of a host agency for the Planners Course. It would include securing a hotel, specifications on the classroom, getting the binders made up, and copying the diskettes for the students. The host agency could then receive two guest spot in the course in exchange for being the host agency. Instructors cannot be remunerated for their service, but their travel, hotel and per diem expenses can be reimbursed from the Association.

### **Treasurer's Report**

Laurie Anderson then gave the Treasurer's Report to the board. The discussion involved membership totals and the status of renewal fees for this year. There is also an advertising line item that has \$ 5,000 in it which has not been expended yet. The purpose of this line item is to promote the Association via mailings, publications, and advertisements.

Tom Pulaski, as Staff Vice President, will be responsible for working on the public relations for the Association. The Board was also encouraged to use the List Serve on the IALEP web-site to relay correspondence to the general membership. The Board agreed that the Treasurer would look into working with a Certified Financial Planner to see if there are any other methods of investing the association funds.

### **Association Office Report**

The board then reviewed the Association Office Report, which was submitted by Denise Thurston. Most of this report was informational and updating the board on membership, renewals, and course information. She did ask the board to help her with the skills database that is updated every year during the renewal process. The Staff Vice President agreed to review the member skills list and the certification core topics list in an effort to make them more consistent.

### **Chapter Representative Report**

Michael Heckelman then gave the Chapter Representative report to the board. He has surveyed all of the chapters and has received a more positive response than was given a year ago. The Florida, Illinois, Southwest, and Southern California chapters are all doing well and want to increase their memberships and activities. The Texas Chapter is reactivating at a May 24<sup>th</sup> meeting, the Regional Association (Northeast U.S.) Chapter is currently inactive, the Pacific Northwest Chapter still has some interest, but has lost a lot of its members, and the Intermountain Chapter could not be contacted. After talking to all of the chapter presidents that could

be contacted, the consensus was that the chapters would like to have more interactions with the board and also try to increase their own membership. The Florida, Illinois, Southwest, and Southern California chapters are fairly active, the Texas and Pacific Northwest are trying to regenerate themselves, and the Regional Association and the Intermountain chapters are fairly dormant at this time.

### **Repository Directory Report**

Phil Johnson then gave the board an update on the Repository. The Repository, or the Project Abstract Listing Service (PALS), is now fully on-line and working well. The Repository will be updating everything it has received in the past that was not submitted on-line and burning that information to CDs. This way, if a member searches for information on a project that was older and not on-line, a CD with that project could be sent to that member. This project can be out-sourced if necessary. This will take care of any gaps that may currently exist in the system. It has become apparent that not that many members are using the PALS service; they tend to be using the List Serve more to get answers to questions on various projects. The Repository and the board will also be looking at ways to encourage more members to access the PALS directory.

### **Secretary Report**

Navin Puri reported to the board that all of the minutes have been updated and placed on the IALEP website.

### **Past President Report**

Michael Wilson thanked the board for their assistance during the Kansas City conference in

September. He stated that he is available to help the board in any way possible and also advise the Long Beach Conference Committee on their upcoming conference.

### **Staff Vice President Report**

Tom Pulaski had a few questions for the board regarding the certification process. He will contact Judy Martin at the Knoxville Police Department to inquire more on this topic as there are some questions regarding the existing topics for certification. Some of the topics have been changed over the years and it is not clear on how exactly those changes came about. He will also inquire with Chief Phil Keith to see if he would come to the next national conference in Long Beach. Also as Staff Vice President, he will work with the Long Beach Conference Committee to see if they need any help with arranging vendors for the upcoming national conference.

### **Executive Vice President Report**

Barry Horrobin discussed The Exchange newsletter with the board. Garth den Heyer of the New Zealand Police has agreed to take over the Editor position for the Exchange. Barry will work with him on arranging the logistics with the printing company, obtaining the correct software, and getting the templates from Lisa Hopkins, the prior Editor. The hope is to still publish four newsletters a year with the possible release dates of March 1, June 1, September 1, and December 1. The board discussed that these dates may need to be amended as there will be various amounts of information that the membership will need at different times of the year. Even if the proposed dates are amended, it is still anticipated that four

newsletters will be printed annually. The Exchange is an important tool to get information to the membership and it is hoped that this will continue on a regular basis.

### **President Report**

Steve Taratula reported to the board that he has worked with both Mark Bach and Barry Horrobin on getting the Planners Courses arranged. Mark was very instrumental in helping teach parts of the course in the April 2002 class. He has been responding to a lot of e-mails and phone calls on behalf of the Association. He is working very closely with the Long Beach Conference along with other members of the Southern California Chapter. Steve also spent time this year helping Officer Paul Meeks in arranging the Colorado Springs meeting.

The board then adjourned for dinner at 6 p.m. and reconvened at 8 p.m. The board reviewed the existing contract for the 2003 National Conference in Colorado Springs. The board reviewed the number of room nights, the food prices, and the layout of the hotel. The board has some changes it wanted to make with the new Sales Director, with whom they would meet the next morning.

### **Consultation Service**

Barry Horrobin discussed an issue that was brought before the Board at the last meeting. He proposed an IALEP Consultation Service, which would utilize the skills of the members to work with other law enforcement agencies on various projects. The agency could essentially hire a certified law enforcement planner rather than a

non-IALEP member consultant. The main issue of concern is IALEP's nonprofit status. By law, the Association cannot conduct activities for the personal gain of its members. The board discussed modifying this proposed consulting service and Barry will talk to other association members and create a template to present to the general membership on an IALEP Referral Service that can be offered to the membership.

### **International Conference Site**

Steve Taratula then began a discussion on future conference locations. Since the 2003 Conference will be in Colorado Springs, the next site would be needed for the 2004 Conference. While very early on in the process, he would like to see the conference move to an international site that year. Two potential locations in Canada could be Ottawa and Vancouver. Given the current economic climate in the United States, a Canadian location may not be looked upon as favorable by many state and city administrators. However, it could potentially be a less expensive conference due to the strength of the American dollar versus the Canadian dollar. Steve will continue to talk to representatives from all the cities to see if an agreement can be reached.

### **Finalization of Colorado Springs Contract (Hotel)**

The board then met with Sharon Siedler, Sales Manager, for the Adam's Mark Hotel. There were some revisions that needed to be made to the contract, which was submitted to the board by Michael Scatoloni, who is no longer with the hotel. The major points of

discussion were total number of attendees who would need rooms at night, availability of meeting space and an office area, and assurance that the room rate would be honored three days prior and three days after the conference. Ms. Siedler then gave the board a tour of the hotel and its facilities, including the classrooms, the break out room, and the rooms where meals can be served. Ms. Siedler took the information and revisions that were requested and agreed to meet with the board later in afternoon to resolve these issues.

### **Tour of Colorado Springs**

The board was then given a tour of Colorado Springs. Officer Paul Meeks accompanied the Board to look at the various city sites and provide information and recommendations. Many of these sights could be potential locations for the Conference outing on Wednesday and also the dinner that is held on Monday of the conference. Sights that were seen included the U.S. Air Force Academy, the Garden of the Gods, and Pikes Peak.

### **Finalization of Colorado Springs Contract (Hotel)**

The board met again with Sharon Siedler. She agreed to many of the revisions in the contract that were requested. She was also able to help reduce the room rate for conference attendees. The Antlers Adam's Mark Hotel in Colorado Springs will be the site of the 2003 IALEP National Conference.

## By-Law Changes

The board spent Friday evening reviewing the By-Laws and proposing changes to board members' responsibilities. These proposed changes will be reflected in the By-Laws and taken to the general membership for review and approval in September 2002.

## Hotel Contract

Steve Taratula again reviewed the hotel contract with the board. Most of the issues have been revised by Ms. Siedler, and with the exception of a few grammatical changes the board will accept this contract.

## Membership Plan (Chapter Representative)

Chapter Representative Michael Heckelman presented a membership plan that he is drafting up for increasing membership in the Association. It included several points that can be addressed over the next three years.

1. Develop a consensus between the Executive Board and the Chapters regarding core benefits based on the amount of chapter dues paid.
2. Foster congruent discussions among levels (National Level and Chapter Level) for discussion.
3. Enhance volunteer activities (Peer to Peer).
4. Survey IALEP members every other year (Member Satisfaction Survey).
5. Survey prospective members about perceptions.

6. Identify key market (Specialized groups, Airport Police, Campus Police, etc.)
7. Get a member campaign started, Conduct 1<sup>st</sup> year Survey (Eligible members), 2<sup>nd</sup> year Survey (Non-Members), 3<sup>rd</sup> Year (Back to original members) and then evaluate results.

The main point of this membership plan is to foster a better relationship between the various chapters, the general membership, and the Executive Board. Michael Heckelman will draft up a membership survey and send it out to the membership. Barry Horrobin will help with the tabulation and analysis of the results. It is hoped that these results can be presented to the general membership at the Long Beach Conference in September 2002.

## Strategic Plan Review (2001)

Steve Taratula then reviewed with the board the goals and strategies from the Strategic Business Plan which was developed last year. The plan had three goals with several strategies under each goal. Overall, it appeared that most of the goals were met.

*Goal 1* dealt with focusing energy and resources on serving the members. This mostly was communications with the membership and while the board needs to get better at responding to member inquiries, the association office has done a very good job of responding to questions from the membership. The board also did a much better job at being more accessible at the last national conference.

*Goal 2* dealt with increasing the value of IALEP membership. This has been continuing as the Planner's Courses have become a consistent service that members can participate in. The instructors are now looking at establishing an advanced course in the near future. The board is also looking at using other multimedia means of getting information out, including putting the course material on compact discs as well as using the Internet more as a tool.

*Goal 3* dealt with increasing awareness of the organization. A lot of these strategies deal with public relations efforts with the chapters, recruiting new members, enhancing the website, and also focusing on non-IALEP agencies. Much of this will continue in the Year 2002 with the new membership plan proposed by Michael Heckelman as well as other efforts from both the board and the chapters.

The 2002 Strategic Plan was then revised and rewritten with changes. These will be reflected in the new draft.

The board then had a small discussion on conference registration fees. Due to the increase in hotel fees, catering costs, and speakers, the board had a motion from Phil Johnson to set the Conference registration fees for both Long Beach in 2002 and Colorado Springs in 2003 to \$ 395 per attendee. This motion was seconded by Barry Horrobin. The motion carried.

### Advertising and Promotion

The Board discussed the Association's promotional and other literature. The Staff Vice President will assume responsibility for updating and producing IALEP's brochures and publications. The Treasurer will e-mail the existing items to the Staff Vice President, who will coordinate with the Association office on maintaining, printing, storing, and distributing IALEP literature. The Association office will forward quantities of promotional literature to the chapters. The "You've Always Got Your PALS" and "Are You Maximizing Your Planning Potential" brochures will be discontinued. The Board agreed there is a need for a chapter brochure that would list chapter information and contacts, and highlight chapter activities. The Chapter Representative will draft the brochure.

The President stated that he would notify Paul Meeks, Colorado Springs PD, about creating a 2003 conference brochure and having an exhibit table in Long Beach.

The Staff Vice President asked about the availability of promotional items such as shirts, lanyards, mouse pads, book marks, luggage tags, key chains, etc. The Past President said that Kansas City has a few shirts left over from prior conferences and that they were not much in demand. The Staff Vice President will look into the cost and availability of promotional items.

The Chapter Representative shared information he had gathered about law enforcement directories, including hardcopy publications and electronic

directories. The Board discussed the use of print advertising, articles, press releases, websites, NLETS teletypes, e-mailings, fax broadcasts, and postal mailings for the promotion of IALEP activities and events. The Board determined that the cost to purchase an electronic mailing list is prohibitive for the results we could expect to receive, but that a test mailing to a targeted audience or geographic area may be feasible. The Board agreed that the mailing list for the Exchange newsletter needs to include law enforcement organizations such as PERF, PORAC, ILJ, NIJ, etc. The Treasurer and Association office will update the mailing list accordingly.

In the past, IALEP's website did not support links to other organizations. The Treasurer will follow up with the webmaster on making reciprocal links available to those organizations whose websites link to IALEP's site.

Other promotional activities discussed include:

- Assisting IALEP members with getting published in trade journals
- Forming an IALEP speaker's bureau
- Extracting items from the Exchange for publication elsewhere

The Board discussed how best to allocate the funds budgeted for advertising and promotion, and identified the following priorities:

1. Supplying quantities of literature to the chapters
2. Purchasing promotional items
3. Placing trade journal ads for the 2002 conference

4. Procuring Velcro poster boards, laminated brochures, and other accessories to be used with the tabletop display booth purchased last year

### Life Membership

The Past President recommended that the Association consider granting lifetime membership for exemplary service to the organization. He stated that several individuals who have served on committees or the Executive Board have shown exceptional dedication and service to IALEP, and that life membership is one way for the Association to recognize these individuals. In accordance with Article 2, Section 1 of the Bylaws, the Board agreed to present the following names at the 2002 conference general meeting for the approval by majority vote to bestow life membership:

Holly Christian, Past Treasurer  
 Phil Johnson, Repository Director  
 Phil Keith, Certification and Awards Committee  
 Judith Martin, Certification and Awards Committee

### Upcoming IALEP Anniversary

The President noted that IALEP is now in its 11<sup>th</sup> year of existence. The Board may want to prepare some form of commemorative activity for the upcoming 15<sup>th</sup> anniversary. The Repository Director will review the records of the Association to verify the anniversary date and advise the Board.

### Adjournment

Upon motion duly made, seconded, and unanimously carried, the meeting was adjourned on Saturday, April 27, 2002.

## Final Report and Findings: Safe School Initiative

In the aftermath of school shootings in Littleton, CO; Springfield, OR; Paducah, KY; and Jonesboro, AR; educators, law enforcement officials, mental health professionals, parents, and others have asked: "Could we know that these attacks were being planned?" and "What can be done to prevent future attacks from occurring?"

The U.S. Secret Service and the U.S. Department of Education have published "The Final Report and Findings of the Safe School Initiative."

The Safe School Initiative, implemented through the Secret Service's National Threat Assessment Center and the Department of Education's Safe and Drug-Free Schools Program, has examined 37 incidents of targeted school shootings and school attacks that occurred between 1974 and June 2000.

No simple explanation has been found as to why these attacks have occurred; nor is there a simple solution to solve this problem. The findings of the Safe School Initiative, described in this report, however, suggest that some future attacks may be preventable if those responsible for safety in schools know which questions to ask and where to find the information needed to intervene effectively before an attack takes place.

*You may obtain a copy of "The Final Report and Findings of the Safe School Initiative" at <http://www.ed.gov/offices/OESE/SDFS/preventingattacksreport.pdf>*

## PLANNER CERTIFICATION

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

Certified Law Enforcement Planner, and  
Advanced Law Enforcement Planner.

Certification has been developed for the following purposes:

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

### Criteria for Certified Law Enforcement Planners includes:

Education (college or university):

- 6 semester hours in writing, composition or literature
- 3 semester hours or equivalent in general statistics
- 3 semester hours or equivalent in research methods
- 1 year planning w/ 4 year degree, OR  
3 years planning w/ 2 year degree, OR  
5 years planning (no degree)
- 9 of 20 topical areas/credit equivalents

### Advanced Certified Law Enforcement Planner:

- Certified Planner +
- 4 year college (university) degree
- 5 years experience in a law enforcement agency, AND  
3 years planning in law enforcement
- 14 of 20 topical areas/credit equivalents

### Requirements for both levels:

- Current IALEP membership
- Chief Executive signature verifying assignment and experience
- Immediate supervisor signature verifying assignment and experience
- Applicant signature
- Completed application
- Written explanation of coursework, training, and experience
- Certified copies of college/university transcripts
- Copies of certificates
- US\$50 fee (per certification level)

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

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

The application is also available on the IALEP website [www.ialep.org](http://www.ialep.org)





**INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS  
STRATEGIC BUSINESS PLAN**

**2002-2007**

**APRIL 2002**

(SUPPLEMENT TO EXISTING PLAN DATED MAY 2000)

(AMENDED FROM STRATEGIC BUSINESS PLAN ADOPTED APRIL 2001)

**BACKGROUND:**

On April 27, 2002, the IALEP Executive Board reviewed the April 2001 version of the Strategic Business Plan. This supplement served the Board well last year and the Board reviewed and updated the Strategic Business Plan for 2002. This supplement will serve as the Board's goals and objectives for the upcoming year. The Board will keep the original May 2000 version for historical reference and for the archives, but the Board will work very hard to try to achieve the following goals and objectives. The Board will retain the mission statement that was developed last year and this year the Board will focus on four goals with strategies that can be achieved in this new supplement.

**METHODOLOGY:**

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

**PARTICIPANTS:**

Steve Taratula (President)

Montebello Police Department, Montebello, California

Barry Horrobin (Executive Vice President)

Windsor Police Service, Windsor, Ontario, Canada

Tom Pulaski (Staff Vice President)

Prince William County Police Department, Prince William, Virginia

Laurie Anderson (Treasurer)

Torrance Police Department, Torrance, California

Phil Johnson (Repository Director)

Kansas City Police Department, Kansas City, Missouri

Michael Heckelman (Chapter Representative)

USC Department of Public Safety, Los Angeles, California

Mike Wilson (Past President)

Kansas City Police Department, Kansas City, Missouri

Navin Puri (Secretary)

Governor's Crime Commission, Raleigh, North Carolina

## **Mission Statement**

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

### **Goal 1:**

***Focus our energy and resources on serving our members.***

#### Strategies for Goal 1:

1. To continue to respond to member inquiries in a timely manner. (Association Office and Board)
2. Conduct needs assessment of the membership (Michael Heckelman and Barry Horrobin)
3. Use List Server, the Exchange, and Personal Contact to increase communication between the Executive Board and the General Membership. (All)
4. Promote chapter membership and activity. (Michael Heckelman)
5. Make Executive Board more accessible to IALEP members throughout the year. (All)

### **Goal 2:**

***Increase the value of IALEP membership by developing new products and services.***

#### Strategies for Goal 2:

1. Offer two (2) Planner's Courses each year. (Barry Horrobin)
2. Explore the feasibility of developing an IALEP referral service. (Area Expertise/Speakers) (Barry Horrobin)
3. Explore the needs of developing a more advanced training in selected topics. (Barry Horrobin)
4. Exploring alternative modes of delivering training and programs. (Internet Based Classes/Video Training/Teleconferencing). (Steve Taratula)
5. Review Certification Requirements (Tom Pulaski)
6. Re-establish The Exchange on a quarterly basis. (Barry Horrobin)

### **Goal 3:**

***To increase awareness of the Organization.***

#### Strategies for Goal 3:

1. Procure material i.e. graphics, text, and informational brochures for use on the table top display. (Board)
2. Explore costs and types of promotional items as part of the recruitment effort. (Tom Pulaski)
3. Provide bulk promotional materials to the Chapters. (Board)
4. Contact law enforcement trade journals to explore opportunities for promotion via display ads, press releases, training announcements, and submissions of articles. (Tom Pulaski)
5. Expand the newsletter distribution to incorporate non member law enforcement organizations. (Tom Pulaski)

### **Goal 4:**

***To expand IALEP membership***

#### Strategies for Goal 4:

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



## THE LONG TERM IMPACT OF ELEMENTARY SCHOOL CLOSURES IN WINDSOR, ONTARIO

*prepared by:* Barry Horrobin, BA, MA, CLEP, AMCT  
Professional Planner

### Introduction

The issue of elementary school closures is not a new one being faced within the City of Windsor. However, an innovative resolution process to address the problem as a whole has unfortunately never been fully pursued. The primary rationale being put forward to offer explanation as to why the closures are necessary is financial efficiency. While on the surface this is indeed a valid reason for broaching the subject, no reasonable efforts have ever been brought forward to consider the very serious long term impacts such closures will have. This impact is realized in both the local neighbourhoods where the subject school facilities are located and the greater community of Windsor as a whole. When one considers the magnitude of this long term impact, it only serves to heighten the need for examining alternative solutions. There is also no tangible proof that the closures do, in fact, save money over the long term. These are serious actions that have pronounced negative effects on their neighbourhoods for many years following the closure.

### The Negative Impact to be Realized

School closures do indeed create very negative long term impacts within the neighbourhoods they are situated. From a planning perspective, they make little practical sense unless, after exhausting all other potential options, they are deemed to be the only viable solution to the problem of not being needed anymore.

Put simply, the closing of an elementary school will cause permanent "demographic polarization" within that neighbourhood. What this means is that by closing what is a critical social anchor of the neighbourhood, the primary means of ensuring a community's age diversity and overall demographic health is lost. The absence of a school will halt younger families from moving into an area because a

core element of their life (the school) is not there. Eventually, over the long term, that neighbourhood will become void of a significant component of the population, creating a form of involuntary social segregation whereby only certain sectors of the population have facilities and resources to sustain themselves. This makes very poor planning and erodes the long term character and strength of the neighbourhood. Like churches, community centres, libraries, and corner stores, schools form an integral component of a strong neighbourhood. Do we really want to create neighbourhoods that exclude specific demographic classes? Obviously not. However without schools, the neighbourhood's picture is not complete and every attempt to maintain them and their important role should be examined.

Another important negative spin off of school closures that cannot be forgotten is the vacated property itself. Elementary institutional facilities offer relatively limited options for viable, compatible redevelopment. As such, they often remain vacant for extended periods of time until such limited opportunities arise. This can take several years. In the interim, the buildings and property become targets of vandalism, loitering, illegal drinking and drug use, noise, and disorderly conduct because there is no legitimate activity to harmonize the site. The end result is a cancerous detraction from the quality of the neighbourhood.

### The Specific Correlation to Windsor

The decision to close a school cannot be taken in isolation and is therefore not just the concern of the governing school board. The municipality where the school is located also has a very important stake in any such decisions. In the City of Windsor, decisions and activities that carry long term (strategic) significance are taken very seriously. The need to manage the city's long term planning process as it relates to changes that arise prompted

## THE LONG TERM IMPACT OF ELEMENTARY SCHOOL CLOSURES IN WINDSOR, ONTARIO, *con't.*

the development of the Community Strategic Plan.

This comprehensive long term management tool was finalized in 1996 following an extensive process of gathering public and stakeholder group input. Priorities of what the citizens of Windsor valued and how things should be done were painstakingly mapped out, culminating with the adoption of the plan by City Council. Many individuals and interested groups were invited to participate in the process of developing the plan, including both local school boards.

Without rationally examining any alternatives to closing the targeted schools, the decision to close violates the Community Strategic Plan. Specifically, the plan emphasizes such things as the need to maintain strong, cohesive neighbourhoods, explore creative/alternative funding options to pay for infrastructure improvements, promote the "healthy community" concept, and develop appropriate partnerships with the public, private, and not-for-profit sectors to name a few.

Alternatives such as partnerships with other public services or related private sector activities that relate to children have not been fleshed out. Such partnerships might be a

feasible manner to maintain the core value of the school but in a fiscally prudent way. The potential sharing of principals and some support staff could also be explored to determine a financially sound way to operate all schools.

The City of Windsor Official Plan also reinforces the need to ensure any significant decisions about land use change are made based on sound principles. School closures are contrary to the intent of the plan in the following areas:

Section 4.2.1.2 identifies the need to provide for activities and facilities that will foster lifestyle habits that improve community health.

Section 4.2.3.2 addresses the encouragement of locating basic goods and services close to where people live and work.

Sections 4.2.4.1 and 4.2.4.2 emphasize encouraging social interaction and the integration of all residents into the community.

Section 4.2.5.1 identifies the need to develop education and training facilities throughout Windsor.

Section 6.6.1 contains a number of subsections that all pertain to institutional land uses such as schools. Institutional uses are recognized as being important components of the community that need to be strategically located to act as neighbourhood focal points.

Furthermore, there is a need to recognize the growing diversity and complexity of institutional facilities as they evolve into a wider range of functions.

Sections 10.3.3 and 10.3.4 talk about City Council exploring opportunities for the joint use of facilities throughout the community and identifying areas where partnerships can be established.

The school closure plan being put forth is in clear violation of the City of Windsor Official Plan as noted.

### Summary

The issue of elementary school closures is very much a multi-faceted one with implications that clearly go beyond the need to save money in the short term. The negative impacts to be realized carry far greater social burden and significance than what appears on the surface. The identification of these long term problems warrants a careful examination of all options for maintaining these strategically important facilities within our community.

Alternatives to outright closure do exist. Therefore any potential opportunities to avoid this need to be carefully examined in the wake of a school closure and the long term negative impacts that are created.



## INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS BY-LAW CHANGES *DRAFT*

### Section 3 Officer's Responsibility and Terms of Office (Deleted: Terms of Office)

1. President: The President shall preside at all meetings of the Association and shall serve as the Chair of the Executive Board. The President shall preside at the annual conference and shall monitor the development of the annual conference, agenda, and implementation. The President shall be the official spokesperson for the Association in all matters pertaining to other agencies or groups, or to the public. The President shall appoint such standing and other committees and chairs thereof as are authorized by the Association, or by the Executive Board. The President shall be responsible for the proper functioning of all committees and shall perform other duties as may be assigned by the Executive Board or by resolution of the Association. The President shall have authority, with the Repository Director, over the Repository and the information stored therein. The President shall ensure that arrangements are made for the Mid-Year Board Meeting.

- a. The President shall serve for a term of one year (non-renewable) to begin on January 1, following the annual conference.
- b. The President shall succeed to the position of Immediate Past President upon the conclusion of his/her term.

2. The Executive Vice-President: The Executive Vice-President shall act for the President when necessary in specifically prescribed matters. The Executive Vice-President shall serve as an ex-officio member of the Nominations Committee and shall assist the President in monitoring development and implementation of the annual conference. Under the direction of the President, the Executive Vice-President shall speak for the Association and shall be responsible for ensuring the publication of a quarterly newsletter.

a. The Executive Vice-President shall serve for a one year term to begin on January 1, following the annual conference. The Executive Vice-President shall succeed to the position of President upon the conclusion of his/her term.

b. The Executive Vice-President shall ensure that the Planner's Course is coordinated.

3. Staff Vice-President: The Staff Vice-President shall serve as an ex-officio member of the Certification and Awards Committee and shall assist the President and Executive Vice-President with such other duties as may be assigned by the Executive Board.

a. The Staff Vice-President shall serve for a term of one year to begin on January 1, following the annual conference.

b. The Staff Vice-President shall succeed to the position of Executive Vice-President upon the conclusion of his/her term.

c. The Staff Vice-President shall be elected at-large during the annual conference.

d. The Staff Vice-President shall coordinate the advertising, promotion, brochures, and publications for the Association.

Deleted: The Staff Vice-President shall coordinate the election process for all vacant Board positions each year at the annual training conference.

4. Secretary: The Secretary shall take notes of all meetings and provide the Executive Board with a written record of the business transacted therein. The Secretary shall serve as an ex-officio member of the Bylaws Committee. The Secretary shall give due notice of all meetings of the Association and keep the official minutes thereof. The Secretary shall also



provide the Repository Director with copies of all minutes, notes, etc., to be placed in the Repository as part of the permanent historical record of the Association. Minutes of all Executive Board meetings shall be published in the next newsletter following the meeting.

a. The Secretary shall serve for a two-year term, renewable term to begin on January 1, following the annual conference at which he/she is elected. Additionally, the Secretary shall serve in this position for no more than two consecutive terms.

b. The Secretary shall be elected at-large at the annual conferences held during even numbered years.

c. The Secretary shall be the liaison between the Executive Board and the Webmaster. This will ensure that the current information is maintained on the Association web site.

5. Treasurer: The Treasurer shall be held responsible for the custody of all funds and securities belonging to the Association, and shall determine the manner of depositing and safeguarding such funds and securities. All monies from dues and other sources belonging to the Association shall be sent to the Treasurer, who shall disburse funds only in accordance with the provisions of the Bylaws and Rules established by the Executive Board. Upon receipt of dues, the Treasurer shall notify the appropriate Chapter President of the member's acceptance into the Association. New members shall also be provided notification of acceptance. It shall be the Treasurer's duty to issue a quarterly financial report to the Executive Board. The quarterly financial report shall be published in the next newsletter. An annual financial review of all financial records shall be conducted by an outside auditing agency. The Treasurer shall also be responsible for making a full financial report to the membership at the annual conference and for submitting all supporting financial records for outside audit and tax return preparation. A report of the audit and a copy of the tax return shall be submitted to the Executive Board for approval and presentation to the full membership. All monies, securities, books, papers, and other properties of the Association shall be promptly delivered to the Treasurer's successor, or to whomsoever the Executive Board may designate to receive the same. The Treasurer shall be bonded in the amount deemed appropriate by the Executive Board.

a. The Treasurer shall serve for a two-year, renewable term to begin on January 1, following the annual conference at which he/she is elected. Additionally, the Treasurer shall serve in this position for no more than two consecutive terms.

b. The Treasurer shall be elected at-large at those annual conferences held during odd numbered years.

c. The Treasurer shall be the liaison between the Executive Board and the Association Office and Staff.

6. Immediate Past President: The Immediate Past President shall provide advice and guidance as needed.

a. The Immediate Past President shall serve for a term of one year and shall not be eligible for elective office within the Association for a period of three years thereafter.

b. The Immediate Past President shall rotate off of the Executive Board upon the conclusion of his/her term.

c. The Immediate Past President shall coordinate the election process for all vacant Board positions each year at the Annual Training Conference.

7. Chapter Representative: The Chapter Representative shall serve as official liaison between the Executive Board and the Chapters.

a. The Chapter Representative shall serve for a term of two years to begin on January 1 of the year following his/her election. Additionally, the Chapter Representative shall serve in this position for no more than two consecutive terms.

b. The Chapter Representative shall be selected by the Chapter Presidents from among current or past chapter presidents prior to the annual conference by mail ballot as allowed for in Article II, Section 4.

c. The Chapter Representative shall accept completed applications for charters from prospective chapters for submittal to the Executive Board.

Conference Information  
www.ialep.org

## 2002 Keynote Speaker Announced!

**Portland Police Chief Mark Kroeker** has agreed to give the keynote speech at our 2002 training conference. Chief Kroeker, a retired 32-year veteran of the Los Angeles Police Department, has been the Portland Chief since 1999. Upon his LAPD retirement, he went to Bosnia to supervise the reconstruction of police agencies there. He recently applied to become the next LAPD Police Chief.

Come hear Chief Kroeker speak about making a difference and planning to impact the world as law enforcement personnel!

Don't Miss the Boat!



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September 22-27



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\$395 Members \$445 Nonmembers  
\$95 single day attendance

## Join Us In Sunny California! IALEP 2002 Training Conference September 22-27, 2002 Long Beach, California

### IALEP 2002 Conference - "Charting New Courses"

#### Conference Schedule

##### Sunday - September 22, 2002

- Welcome Reception, 6 p.m.

##### Monday - September 23, 2002

- Opening Ceremony and Welcome, IALEP President Steve Taratula, Mayor Beverly O'Neill and Deputy Police Chief Anthony Batts, City of Long Beach, California
- Keynote Speaker: Police Chief Mark Kroeker, Portland PD, Oregon
- Special presentation by Mark Bryan, educator and author of *The Artist's Way at Work: Riding the Dragon*
- *Ethics and Leadership*, Commander Tim Jackman, Long Beach PD, California
- *Recruiting, Hiring and Retaining Quality Employees: Issues and Strategies*, Police Chief (Ret.) Lucy Carlton, Los Altos PD, California
- *How Your Grant Proposal is Reviewed and Scored: Tales from the Other Side*, California Department of Health Services
- Research papers presented by selected IALEP members

##### Tuesday - September 24, 2002

- *Data Mining*, Rich Lundberg, Long Beach PD
- *Applied Demography for Law Enforcement*, Allan Abrahamse and Peter Morrison, RAND Institute
- *The Ultimate Patrol Car: A System for Testing, Evaluating and Purchasing Police Equipment*, Mike Downs and Tammy Gregory-Davis, Long Beach PD
- *Data Collection for Problem Solving*, Mary Velasco, The Police Foundation, and (TBA), Chula Vista PD, California
- *How Safe is Your Evidence? - Avoiding Liability in Property Management*, Joe Latta, International Association of Property and Evidence
- *Patrol Workload Analysis Case Study*, Tom Pecoraro, Montgomery County PD, Maryland
- *Police Accountability and Service Standards Model*, Mora Fielder, Colorado Springs PD, Colorado
- *ICIS: A System for Regional Communications and Information Sharing*, Steve Hronick, Glendale PD, California
- *Frugal Program Evaluation*, Julia Jim, Westminster PD, California
- *An Alternative to Strategic Planning: The Business Plan*, Desiree Gooch, City of Long Beach
- *Updating Internet Research Skills I: Search Engines/Techniques, Web Resources and Tools*, William Ballweber, National Criminal Justice Reference Service, Washington, DC
- *Updating Internet Research Skills II: Database Selection and Analysis*, Cynthia Hetherington, Hetherington Information Services, Elmwood Park, New Jersey



## Join Us In Sunny California! IALEP 2002 Training Conference September 22-27, 2002

### Wednesday - September 25, 2002

- *Terrorism Assessment for Local Agencies*, (TBA)
- *Developing Practical Policies and Procedures for Terrorism Response*, Mike Grossman and John Sullivan, Los Angeles County Sheriff's Department
- *Technology and Equipment for Responding to Terrorism*, (TBA)
- *Using Interactive Simulations for Critical Incident Strategic Planning and Training*, Roger Mason, Burbank PD, California
- Excursion to Universal Studios and Universal CityWalk

### Thursday - September 26, 2002

- *Police Budgeting and Performance Measurement*, Mike Weiss, Irvine PD, California
- *Producing High Impact Annual Reports*, Corinne Swart, Long Beach PD
- *Police Oversight: Implications for Law Enforcement Planners*, Captain Ron Davis, Oakland PD, California, and the Police Assessment Resource Center
- *COPLINK: Information Access and Analysis for Law Enforcement*, Jennifer Schroeder, Tucson PD, Arizona
- *Risk-Focused Policing and the East Valley COMPASS Initiative*, Lt. Patrick Beaver, Redlands PD, California
- *Conducting Police Audits*, Lt. David Smith, Torrance PD, California
- *Palm Pilots for Patrol Officers – Pros and Cons*, Larry Bryant, Los Angeles County Sheriff's Department
- Annual Awards Banquet and Reception

### Friday - September 27, 2002

- *An Alternative Response to Juvenile Delinquency: Parenting from the Heart*, Ty Hatfield, Long Beach PD

Note: Program subject to change. Conference registrants will be advised of program changes.

**Conference registration includes the following meals and excursion.  
Guests are welcome; guest tickets may be purchased at the conference.**

<b>Sunday, September 22</b>	<b>Welcome Reception</b>
<b>Monday, September 23</b>	<b>Dinner at Buster's Beach House</b>
<b>Tuesday, September 24</b>	<b>General Membership Luncheon</b>
<b>Wednesday, September 25</b>	<b>Excursion to Universal Studios Hollywood and Universal CityWalk</b>
<b>Thursday, September 26</b>	<b>Awards Banquet and Reception</b>

Conference registration: \$395 IALEP members; \$445 non-members Single-day attendance: \$95

A registration form is on Page 18; more can be downloaded from the conference website at [www.ialep.org](http://www.ialep.org).

IALEP  
P.O. Box 11437  
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## INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS

### 2002 CONFERENCE REGISTRATION

#### *"CHARTING NEW COURSES"*

September 22-27, 2002

Queen Mary Hotel, Long Beach, California

For hotel reservations, call: (800) 437-2934 (from outside Southern California)  
(562) 432-6964 (in Southern California)

<b>Name</b>			
<b>Title/Rank</b>			
<b>Agency</b>			
<b>Address</b>			
<b>City, State, Zip</b>			
<b>Phone</b>	(    )	<b>Fax</b>	(    )
<b>E-Mail</b>			

Registration Fee (U.S. Dollars)	IALEP Members	Non-members	TOTAL
<b>Regular registration</b>	<b>\$395</b>	<b>\$445</b> <small>(includes membership)</small>	
<b>Single day attendance</b> <small>(circle one) Tuesday Thursday</small>	<b>\$95</b>	<b>\$95</b>	

<b>Guest Registration</b>	
Outing and meal tickets for guests will be sold on the first day of the conference.	
Guest names:	

<p align="center"><b>Mail this form and payment in U.S. funds to:</b></p> <p align="center"><b>IALEP 2002 Conference</b> <b>P.O. Box 11437, Torrance, CA 90510-1437</b></p> <p align="center"><i>IALEP is a nonprofit corporation. Federal tax ID 43-1569519.</i></p> <p>CANCELLATION: Registration fees will be refunded in full if notice of cancellation is received by August 19, 2002. Membership dues, if any, are not refundable.</p>
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<p align="center">Conference or registration questions? Call (310) 225-5148 or e-mail <a href="mailto:ialep@ialep.org">ialep@ialep.org</a> Conference information is available on the IALEP website, <a href="http://www.ialep.org">www.ialep.org</a></p>
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Steve Taratula**

Montebello Police Department  
Montebello, California  
(323) 887-1280  
mpdsteve@aol.com

**Treasurer  
Laurie Anderson**

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

**Executive Vice President  
Barry Horrobin**

Windsor Police Service  
Windsor, Ontario, Canada  
(519) 255-6866  
bhorrobin@police.windsor.on.ca

**Secretary  
Navin Puri**

North Carolina Governor's Crime Commission  
Raleigh, North Carolina  
(919) 733-4564 x223  
Navin.Puri@ncmail.net

**Staff Vice President  
Tom Pulaski**

Prince William County Police Department  
Prince William, Virginia  
(703) 792-6671  
tpulaski@pwcgov.org

**Chapter Representative  
Michael Heckelman**

USC Dept. of Public Safety  
Los Angeles, California  
(213) 740-5927  
mheck@dpsm.usc.edu

**Past President  
Mike Wilson**

Kansas City Police Department  
Kansas City, Missouri  
(816) 889-6049  
mwilson@kcpd.org

**Repository Director  
Phil Johnson**

Kansas City Police Department  
Kansas City, Missouri  
(816) 889-6049  
PJohnson@kcpd.org

**THE ASSOCIATION OFFICE**

IALEP  
P.O. Box 11437  
Torrance, CA 90510-1437  
310-225-5148  
ialep@ialep.org



IALEP Exchange  
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