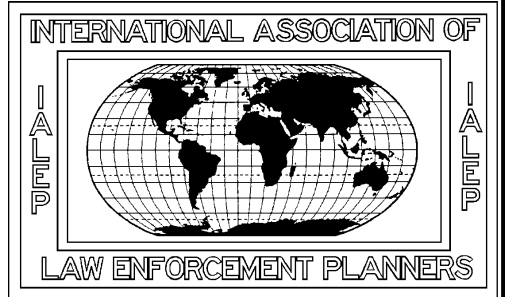


INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS



A MESSAGE FROM THE TREASURER

Dear Colleagues,

Law enforcement employees turn to IALEP for knowledge and experience that we can use to benefit our own agencies. Fiscal issues are clearly a priority now, as IALEP members have been using our e-mail listserver to share innovative strategies for dealing with the current economic climate and its impact on our respective budgets.

Here in Southern California, local governments are drafting budget reduction scenarios ranging from 2 ½ percent to 30 percent. For the foreseeable future, we can expect to see cuts in public services and programs, hiring freezes and loss of jobs through attrition, and increased workload for public employees.

Now more than ever, we must put our heads together to plan for the needs of law enforcement. IALEP members have gained valuable insights from past economic downturns; their knowledge and experience are just a phone call or an e-mail away. Your membership in the International Association of Law Enforcement Planners enables you to network with people who may hold the key to solving the problems your department will face this year.

Join or renew your IALEP membership for 2003. Take advantage of our collective expertise and share the excellence we create when we work together for public safety.

Laurie Anderson

IALEP Treasurer

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

SEPTEMBER 22, 2002

On Sunday, September 22, 2002, a meeting of the Executive Board of the INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS, a Missouri Nonprofit Corporation, was held at the Queen Mary Hotel in the City of Long Beach, California. 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. Denise Thurston, Association Office Manager, also attended to give an update on the Association Office.

Treasurer Report (Overview)

President Steve Taratula welcomed the board and opened the meeting at 1:10 p.m. The minutes from the Mid-Year meeting in April 2002 were signed prior to the meeting and approved as written in the last edition of The Exchange.

Laurie Anderson then gave an overview of the Treasurer Report. This year there are no problems to report, as the process is now largely automated and past issues have been resolved. She presented the proposed 2003 Budget as well as the budget up to date for 2002. There will be discussion on the budget later in the meeting.

Chapter Representative Report

Michael Heckelman then gave the Chapter Representative Report. He wanted to draft a survey and send it to the membership for their input, but due to his involvement with the Long Beach Conference was unable to do so. He will try and draft a survey after the Long Beach meeting and get it out to the membership. The survey will inquire about the services and programs that the Association offers and how it can help the membership in raising their skill level. There was also very little contact between the chapters and the Chapter Representative since the Mid-Year meeting.

Repository Director Report

Phil Johnson then gave the Repository Director Report. The Project Abstract Listing Service (PALS) system is still running fine electronically. The next major project for the repository will be to convert any of the remaining Word Perfect documents to the electronic format that all of the other projects are in. Phil will contact some companies to see what their fees are to do this conversion. He will inform the Board of his findings, hopefully within 60 days, and if it is economically viable, that project may be contracted out to complete the records conversion.

Secretary Report

Navin Puri then gave the Secretary Report. The Strategic Plan, the By-law changes, and the Minutes from the Mid-Year Meeting have all been posted in the latest edition of

The Exchange. The By-Law changes will be voted on by the General Membership at the General Membership meeting on Thursday, September 26, 2002.

Past President Report

Michael Wilson then gave the Past President Report. The Past President was tasked with helping conduct the election for new board members. This year there are two board positions that are available. One position is the Staff Vice President and the other position is the Secretary position. The election will be held at the General Membership Meeting on Thursday, September 26, 2002.

Staff Vice-President Report

Tom Pulaski provided gave the Staff Vice President report. One of the projects that the Staff Vice President has been tasked with is looking at the certification process and the certification topics. Over the years, the topics have been changed and the total number to receive certification has been reduced. There was a lot of discussion on reviewing the topic areas and looking at the possibility of raising the standards for certification for future years to come. This will be a topic that the board will explore further and advise the membership of its findings. The Board will ensure that if changes are made to the certification requirements, they are all posted in The Exchange for all of the members to see well before they would be in effect. The Staff Vice President is also working with Paul Meeks on a slogan for the

2003 Conference in Colorado Springs and continuing to help with promotion of the Association.

Association Office Report

Denise Thurston offered the Association Office Report. The Association Office has been busy registering attendees for the upcoming Planner's Course in Atlanta. The Association Office also has some new promotional items, such as coasters and luggage tags. The Association is out of brochures and other printed matter and is unable to supply the Chapters or conduct any postal mailings until the Board provides new materials. The Association Office is also updating the database to add other law enforcement organizations to include them in the Exchange mailing list. Denise also reminded the Board to notify her when they may be away from their office for an extended period of time in case questions arise or someone is trying to contact them for information. The Board considered the possibility of adding limited demographics to the member database by soliciting information during the membership renewal process. The Association Office will work with the Treasurer and Webmaster as needed to acquire and maintain demographic data related to IALEP's member agencies.

Executive Vice President Report

The Executive Vice President report was presented by Barry Horrobin. The Executive Vice President has been busy preparing the upcoming Planners Course in November. For the time being, he is dropping the idea of the IALEP Referral Service. There have been

too many other projects going on and the fact that there was some concern over the compensation for the services that members could share with each other has made this idea not plausible at this time. The Exchange has also gotten out this summer thanks to Bonnie Golian who helped fill the editor position. She has been very instrumental in keeping The Exchange available to all members of the Association. The electronic version of the newsletter also worked very well this year.

President Report

Steve Taratula then gave the President Report. The President, who is also a member of the Southern California Chapter, has been involved with the program planning for the Long Beach Conference. He has also had to do some correspondence with other departments as well as thank you letters and unfortunately a condolence letter to the Chandler Police Department who lost an officer this year. He has received some information on the possibility of using teleconference technology for the Planner's Course, but after a lengthy review by all of the instructors, class participants, and the board, it was decided not to pursue that concept for now. He has also received interest from the Ottawa Police Service as a potential site for the 2004 International Training Conference.

The Board then adjourned at 5:00 pm for the Reception and Dinner and was asked to return later in the evening.

The Board meeting resumed at 7:40 pm.

2003 Colorado Springs Conference Update

The Board received an update from Paul Meeks, Colorado Springs Police Department, which will be hosting the 2003 Conference. One of the focuses of this meeting will be the PASS Model (Police Accountability and Service Standards) program, which is at the Colorado Springs Police Department. There will also be some topics related to Homeland Security since the new Northern Command has been located there. The city police department will also be working with the El Paso County Sheriff's Office for staffing and logistical help. He is also looking at dinner and excursion plans.

Budget Discussion

The Board then reviewed the 2003 Proposed Budget in detail. Most of the line items are the same as the 2002 Budget, with minor changes to align the proposed expenditures with the categories used in Quicken, the Association's accounting software. There was some discussion on spending some more money on advertising in the trade journals to publicize the Association more on a national and international basis. This matter will be presented to the General Membership meeting on Thursday. The Board also looked at the Program Development line item, which has not been spent yet. Those monies may be reallocated to help pay for more display advertising to be used at other conferences to continue promoting the Association.

The Board had a discussion on the Pacific Northwest (PNW) Chapter. The Treasurer has reviewed the Association's financial records for

the past several years and has learned that the PNW Chapter has been inactive for four years. The Association continues to collect PNW Chapter dues and is holding approximately \$1,000 in accrued dues, though there appears to be no chapter bank account and no one to pay them to. The Treasurer has contacted members in the PNW territory and was informed that the chapter depleted its account when it hosted the 1998 conference, and that the chapter has been inactive ever since. The Treasurer advised that the accrued dues being held by the Association should be used to sponsor IALEP activity in the Pacific Northwest, and that the Association cannot continue to collect dues where there is no chapter activity. The PNW Chapter either has to be dissolved or reactivated. Unless action is immediately taken to reactivate the chapter, Laurie Anderson's recommendation as Treasurer is to dissolve the Chapter and revoke the Charter as of this meeting. Michael Heckelman asked that prior to the Board taking any formal action, that he be given about 6 weeks to make contact with members in that area and determine fully if this is the best course of action. The board agreed to let Mike do this and report back to the board as soon as possible.

The board then adjourned for the evening at 9:30 p.m.

INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS (IALEP) GENERAL MEMBERSHIP MEETING SEPTEMBER 26, 2002

On Thursday, September 26, 2002, a meeting of the General Membership of the INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS, a Missouri Nonprofit Corporation, was held at the Queen Mary Hotel in Long Beach, California. The following Executive Board members were present: President Steve Taratula, Executive Vice President Barry Horrobin, Staff Vice President Tom Pulaski, Treasurer Laurie Anderson, Chapter Representative Michael Heckelman, Repository Director Phil Johnson, Past President Michael Wilson and Secretary Navin Puri. Also present was a quorum of the general membership.

2004 Conference Sites

President Steve Taratula opened the meeting at 2:45 p.m. After welcoming and thanking the membership for attending. He encouraged the membership to please complete the conference evaluation forms and return them to the conference office. He also

made the members aware that their attendance certificates were available on the table in the room. President Taratula then proceeded to update the membership on possible sites for the 2004 Conference. Three agencies have expressed an interest in hosting the Annual Training Conference in September 2004: Mesa Police Department, Arizona; Ottawa Police Service, Ontario, Canada; and the Oklahoma City, Police Department, Oklahoma. All three departments will be talking to their cities when they return from this conference and finalizing their bids for the 2004 Conference. The Board has requested that all three cities submit their bids by November 1, 2002.

Election of Officers

Past President Michael Wilson then conducted the election of officers for the board. There are two positions that are up for election this year, Staff Vice President and Secretary. Past President Wilson stated that there was only one nomination for

Secretary. Current Secretary Navin Puri has agreed to run for a second term. The floor was open for any more nominations. No more nominations came from the floor. Mark Calhoon, Newport News, VA, Police Department made a motion to nominate Navin Puri as a candidate for the Secretary position. Teresa McElwain, State College, PA, Municipal Police Department, seconded the motion. The motion was approved unanimously.

There are two candidates for the Staff Vice President position. Marty Lege, Carrollton, TX, Police Department and Paul Meeks, Colorado Spring, CO, Police Department are both nominees for the Staff Vice President position. The floor was open for more nominations. No new nominations came from the floor. Both candidates were given a few minutes to address the membership describing their credentials for the position. A ballot vote was then taken by the membership. The results would be revealed at the Awards Dinner later in the evening.

President Steve Taratula then asked the membership for a motion to acclaim Navin Puri as Secretary. A motion was made by Mike Morehouse, Thornton, CO, Police Department to acclaim Navin Puri as Secretary and accepted unanimously.

Board Officer Reports

There were then a series of Officer Reports.

Treasurer Report

Laurie Anderson then gave a Treasurer report. The entire membership has been able to review the 2003 Proposed Budget. The budget is doing better in the last three years as a result of a consistent Treasurer and being able to put in on the Quicken Software, which makes it easier to manage. The Association has a net worth of about \$ 105,000 and the only new item in the budget is an additional line item for Display Advertising. There will be a small deficit for this year due to declining interest rates and the additional \$ 5000 for the Display Advertising line item. Mark Calhoon moved to approve the 2003 Budget with the addition of a \$4,000 line item to send the IALEP President to the International Association of Chiefs of Police (IACP) annual conference in 2003 for the purpose of promoting IALEP. The motion was seconded by Donald Ijams, Tucson Police Department, and the amended budget was unanimously approved by the members present.

Chapter Representative Report

Michael Heckelman then gave the Chapter Representative Report. He gave an update on the active chapters and talked briefly on the inactive chapters. He then talked

about a proposed membership development plan draft that he will be working on after this conference. He will use this to survey the members and to try to help work on a plan to increase membership.

Repository Director Report

Phil Johnson then gave the Repository Director Report. The PALS submissions are going well as everything is electronic. The system has had to change Internet Service Providers a couple of times, but now seems stable. The List Server has also become very popular and a good source of information for members.

Staff Vice President Report

Tom Pulaski then gave the Staff Vice President report. He is looking at the Planner Certification Program and possible changes in the topic areas and integrating them beginning in 2004. These new changes will help account for the advancement of technologies and other new concepts that were not existing ten years ago.

Executive Vice President Report

Barry Horrobin then gave the Executive Vice President report. He has been tasked with working with the Exchange newsletter. Fortunately Bonnie Golian stepped in and agreed to be the Editor and that has helped out tremendously. He has also been working on the Planner's Course, which will be held in November in Atlanta.

Past President Report

Michael Wilson then gave the Past President report. He was in charge of the Election for this year. He was also a resource for the current

President to assist in any area necessary.

President Report

Steve Taratula then gave the President report. He has tried to increase communications to the membership over the past year. He has also been busy posting information on the List Server to make sure members had information on upcoming events and activities. The majority of the time has been spent working on the Long Beach Conference, as he is a member of the Southern California Chapter, and has been working with the Planning Committee regarding program speakers and logistics for the conference.

President Taratula also discussed adding four names to the Lifetime member roster. This was a proposal at the Mid-Year Board Meeting and unanimously approved by the Board. It is now being presented for ratification from the General Membership. The four members were Holly Christian, Phil Johnson, Judy Martin and Phil Keith. This led to much discussion from the membership about potentially "watering down" the Lifetime requirements. After much discussion, both pro and con, the membership approved the four names for Lifetime membership.

Secretary Report

Navin Puri then gave the Secretary report. He informed the members that all the information from the Mid-Year meeting had been posted on website and The Exchange for their review.

~ continued on page 6

Miscellaneous Business

There was some discussion among the membership regarding increasing the membership base for the association. Mark Calhoon, Newport News, VA, Police Department, talked about the low membership nationally in the IALEP organization. There are over 18,000 police agencies in the United States and only 400 members in the Association. He

would like to propose that some monies be allocated to send the IALEP President to the International Association of Chiefs of Police national meeting to help promote the organization. Anything to help promote the organization would be helpful for obtaining new members and explaining to the all of the chiefs of police the importance of this organization is a good start. There were no objections to the By-Law Changes as written in the Exchange

and the budget as is, but a motion was made.

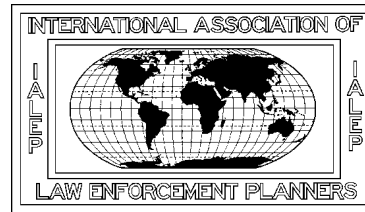
Steve Taratula again thanked the membership for their participation in the business meeting and adjourned the meeting at 4:00 pm.

Post Script: It was announced at the Awards Dinner that Marty Legé won the election for the Staff Vice President position beginning in January 2003.

January 15, 2003

MEMORANDUM

TO: The Membership
FROM: Steve Taratula, Past President
SUBJECT: 2002 Annual Training Conference, Long Beach, CA.



A Happy Healthy New Year to All!

A few closing remarks on our "Charting New Courses" conference held in Long Beach, CA on September 22 – 27, 2002 aboard the Queen Mary Hotel. I think I speak for the Executive Board and the Conference Planning Committee when I say that the conference was truly a successful event in several respects.

The ambitious conference program, featuring 38 plenary and breakout sessions, offered attendees many choices. There were plenty of opportunities to acquire new information, raise questions, discuss, and gain new perspectives — all with an eye toward helping planners chart and navigate their way into the 21st century. The networking occasions and excursions were well received in spite of some serendipity that only proved to add to the conference excitement. We observed IALEP's Tenth Anniversary as an organization, and we continued our tradition of recognizing individual and organizational excellence. The Planner of the Year Award was presented to Mark Calhoon, Newport News Police Department, Virginia. The Project of the Year Award was shared by Kansas City, Missouri Police Department and Knoxville, Tennessee Police Department. Chandler, Arizona Police Department won the Annual Report Contest.

Statistically speaking, the conference drew 101 registered attendees from 23 states and Canada, plus a new member from the Netherlands. Financially, this was one of the most successful conferences in this Board member's memory, returning approximately \$8500 to the IALEP coffers. Again, this happened because we were fortunate enough to have a dedicated conference committee supported by their respective agencies in the Southern California area. Not to mention that the ship stayed afloat during our stay. Incidentally, it still is!

Thank you for your participation and support. Looking forward to seeing you at our next conference in Colorado Springs, Colorado on September 29 – October 3, 2003.

Recently Certified Members



Congratulations to the following IALEP members who have achieved either the “Certified Law Enforcement Planner” designation or the “Advanced Certified Law Enforcement Planner” designation. Recognition of the achievement of this prestigious milestone was made at the recent annual conference in Long Beach, California in September 2002. A hearty CONGRATULATIONS goes out to all those listed below:

Basic Level of Certification

- Scott Blandford London Police Service, Ontario, Canada
- Joan Atchison London Police Service, Ontario, Canada
- Douglas Goodman Jr. Hanover County Sheriff’s Office, Virginia
- Laura Fahnestock Rocky Mountain Police Dept., North Carolina

Basic and Advanced Level of Certification

- Lexie Williams Daytona Beach Police Dept., Florida
- Christopher Wuchenich University of South Carolina Law Enforcement
- Dr. Donald Ijams Tucson Police Dept., Arizona
- Michael Morehouse Thornton Police Dept., Colorado
- LeAnn Hadden Midland Police Dept., Texas
- Debra Allemang Scottsdale Police Dept., Arizona
- Andrew Lucas Mecklenburg County Sheriff’s Office
- Stephen Morrison Burlington Police Dept., North Carolina

INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS 2004 TRAINING CONFERENCE ANNOUNCEMENT

The 2004 Conference will be hosted by the Illinois Chapter and is being planned to be held in Chicago, Illinois; dates and facility information TBA.

The IALEP 2004 Conference Committee is currently in the process of preparing for the Executive Board mid-year meeting scheduled for late April 2003. Following the Board meeting more information will be provided to the membership to assist you in your planning.



IALEP Webmaster

IALEP is seeking a web-savvy member to take on responsibility for the day-to-day operations of the web site. Chris Stockard, who has been IALEP's webmaster since 1994, is retiring after 27 with the Alaska State Troopers. His travel plans make the day-to-day maintenance of the web site problematical, so a member to take on these responsibilities is needed.

The new webmaster will be responsible for updating the home page, updating library resources such as newsletters and business documents, changing the names and addresses of officers and chapter presidents, updating conference and training class information, and posting such other information as requested by the President and the Board. Chris will continue to support and maintain the databases and ASP program code used in the archive, the members and PALS search functions, and the administrative functions used by the office manager and the treasurer.

The ideal candidate would have strong web skills including good familiarity with HTML especially in the area of tables which are used extensively throughout the IALEP site for layout control. The IALEP web resides on an NT server and is maintained using MS FrontPage. Familiarity with Adobe Acrobat for conversion of documents to PDF format is also desirable.

For more information, or to discuss the specifics of this position contact Chris Stockard at (781) 771-4052 or via email at stockard@123mail.net.

ATTENTION

All Law Enforcement Personnel Involved in Planning and Research!

Make plans now to attend the 2003 annual training conference of the International Association of Law Enforcement Planners (IALEP). The conference will be held in beautiful Colorado Springs, Colorado at the Antlers Adam's Mark Hotel from September 28th to October 3rd, 2003.

This year's conference theme will be P.E.A.K. (PERFORMANCE, EFFECTIVENESS, ACCOUNTABILITY, KNOWLEDGE), a very timely and applicable theme for the policing field today. The conference host team (Colorado Springs Police Dept.) has been hard at work for some time now preparing an agenda that is sure to exceed everyone's expectations, ensuring everyone who attends will leave with some valuable information they apply back at their own agencies.

The keynote speaker has already been verbally confirmed. He is the well known William Tafoya, an expert from the FBI who has specialized in his work dealing with future issues facing the policing profession. Mr. Tafoya addressed our organization previously back in 1991 in Oklahoma City and attendees at that conference found his discussion fascinating. Additionally, Mr. Lorne Kramer will also be addressing the conference. Mr. Kramer is the current City Manager for the city of Colorado Springs and prior to that was the Colorado Springs Chief of Police and a captain with the Los Angeles Police Dept. His unique background in policing and municipal administration will allow him to bring a perspective that all attendees are sure to find very interesting and relevant.

Many other exciting events are being planned including a comprehensive and progressive academic agenda, mixed with unique social activities. Get on board now and be a part of this exciting conference. More information about the conference can be obtained by visiting our website at: www.ialep.org and following the links pertaining to it.

BARRY HORROBIN
Director of Planning
WINDSOR POLICE SERVICE

IALEP 2003

*Performance
Effectiveness
Accountability
Knowledge*

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

Antlers Adams Mark Hotel



Journey to the PEAK

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

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



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

2003 IALEP Registration Form

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

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

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

Make checks payable in U.S. Dollars to: **IALEP 2003 Conference**
Mail registration and payment to:
Colorado Springs Police Department
Attn: Paul Meeks MC 1565
705 S. Nevada Avenue
Colorado Springs, CO 80903

Name: _____

Organization: _____

Address: _____

Phone: _____

E-Mail: _____

Guest s Names: _____

IALEP Planner of the Year for 2002

MARK CALHOON

Newport News Police Service

At the recent 2002 annual IALEP conference held in Long Beach, California, Mr. Mark Calhoon of the Newport News, Virginia Police Service was named the eighth recipient of the prestigious 2002 Planner of the Year award. Mark's many years of exemplary service to our profession and the Association made him a more than worthy winner of the award.

As Planning Administrator for the Newport News Police Department, Mark Calhoon directs the 14 people who work in the agency's Crime Analysis Unit, Planning & Accreditation Unit, and Computer Systems Unit. Over the course of his nineteen-year career, Mr. Calhoon has also worked as a law enforcement planner for the Portsmouth (VA) Police Department, the Virginia Department of Game and Inland Fisheries, and the Richmond (VA) Police Department. In addition, Mr. Calhoon has worked as a consultant for Public Administration Service on the Department of Justice's Serious Habitual Offender Comprehensive Action Program. He also serves as an instructor for the International Association of Law Enforcement Planners (IALEP) Law Enforcement Planner's Course, having instructed on 4 of the 5 courses offered to date.

Mr. Calhoon earned his Bachelor of Arts degree in Urban Affairs with an emphasis in Geography from the College of Architecture and Urban Studies at Virginia



Polytechnic Institute and State University and a Master of Public Administration degree from Troy State University with an emphasis in Management Information Systems. He is also a graduate of the 23rd Session of the Senior Management Institute for Police at the Police Executive Research Forum.

Mr. Calhoon is a past president of

one of the two founding parent organizations of IALEP (the National Association of Law Enforcement Planners – NAPP) and oversaw the merger of those organizations during his term of office in 1991. In addition, he has earned both his Basic and Advanced Certified Law Enforcement Planner designations from IALEP. In 2000, he was recognized by IALEP for his role in helping to establish IALEP's Law Enforcement Planner's Course and again in both 2001 and 2002 for his continuing role as an instructor for that course. To date, he has helped instruct over 100 students entering the field of law enforcement planning. His outgoing personality and warm sense of humor have made him an endearing component to the participants and other instructors. In addition to the above, Mr. Calhoon has spoken at numerous national conferences on a variety of topics ranging from manpower allocation planning to transitioning from the Uniform Crime Report Summary Reporting System to the National Incident Based Report System.

Congratulations to Mark!

IALEP Project of the Year for 2002 **Kansas City, Missouri Police Dept. &**

Knoxville, Tennessee Police Dept. (tie)

At the recent 2002 annual IALEP conference held in Long Beach, California, a tie occurred for the first time ever. The winner of the 2002 IALEP Project of the year award was shared between the Kansas City (Missouri) Police Dept. and the Knoxville (Tennessee) Police Dept. Both organizations offered such unique and innovative projects that had extensive application to the profession, that a clear cut winner simply could not be delineated. Therefore it was only fitting that the two police services should share the award.

Kansas City's project was entitled "**CRITICAL INCIDENT PLANNING AND RESPONSE**", a project with very relevant application to the entire law enforcement community with events that have occurred in recent years. Using the S.A.R.A. (scanning, analysis, response, assessment) problem solving model, the project is a comprehensive and informative guide to properly executing activities associated with preparing and responding to critical incidents. The project includes interactive software applications, extensive training for officers, and a very well assembled communication strategy with all key stakeholders.

Major John Armilio, the Commander of Kansas City's South Patrol Division, accepted the award. Major Armilio offered those in attendance a brief and informative summary of the project and its value. On

behalf of the IALEP, warmest congratulations are extended to the Kansas City (Missouri) Police Dept. on co-winning the award for 2002.

Knoxville's project was entitled "**PROBLEM SOLVING IN THE OLD CITY**," a project using a comprehensive partnership approach to problem solving in their Old City and Central Business Improvement District area. In partnering with the University of Tennessee – Municipal Technical Advisory Service and through a Dept. of Justice grant, a thorough and practical approach to problem solving was developed. The project involved the application of crime prevention through environmental design (CPTED) concepts, educating local merchants and the public, and a thorough analysis of crime data and related information.

Ms. Janet Brewer from Knoxville's progressive Planning and Research section accepted the award. Janet gave the audience an interesting overview of this very practical project. On behalf of the IALEP, warmest congratulations are extended to the Knoxville Police Dept. on co-winning the award for 2002.

Congratulations!

Congratulations!

YOUR 2003 EXECUTIVE BOARD

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