

Campus Law Enforcement Journal

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Of Campus Law Enforcement
Administrators

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March/April 2006

Orlando

Hosts IACLEA Annual Conference

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Vol. 36, No. 2

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The Time to Become an Active Member Is Now

By Priscilla Stevens, President

The IACLEA 48th Annual Conference and Exposition is rapidly approaching. The conference will be June 24-27, 2006 at Disney's Coronado Springs Resort, Orlando, Florida, USA. IACLEA



is fortunate to have as host Valencia Community College. Thomas Lopez, Director of Safety and Security, and Keith Mizelle have been working very hard to see that our time in Florida is truly magical! The professional development committee has put together a program that will be beneficial to all of us. I hope everyone is planning on attending; make your reservations soon. You must register on or before April 30 to receive the discounted Early Registration fee.

As part of the Wellness Task Force's mission, the 48th Annual Conference will have programming directly related to looking at the unique stresses associated with law enforcement. Steve Rittereiser, the Mountain Pacific Region Director, and Dr. Bruce Benson will be presenting the results of the survey on Job Frustrations and Solutions for Campus Chiefs and Directors. Another of the workshops will feature trauma specialist Allen Kates who will talk about surviving police stress. John Nicoletti, Ph.D. will present a workshop dealing with organizational and personal stress in law enforcement leadership.

Valencia Community College will host a special event preceding the IACLEA

Scholarship Silent Auction. This is a great time to network and generally have a relaxing fun time. Begin to think about special, unique and fun items to bring for the Silent Auction. The proceeds continue to go to the Mary Voswinkle Scholarship Fund. This is an important scholarship as is the James L. McGovern Scholarship Award. It is my hope that we are able to award the first Voswinkle Scholarship Award no later than the 50th annual conference. In order to make the goal, or sooner, IACLEA needs your participation in bringing items for the Silent Auction or your monetary donation, which can be made anytime online at the IACLEA Web site.

I had the privilege of representing IACLEA at a conference the end of January, on Legal Issues. This conference was also hosted by Valencia Community College. The opportunity to talk about the initiatives and accomplishments of IACLEA's members was invaluable. Some of the attendees had not heard of IACLEA and this allowed me the chance to recruit new members to our association. It was enlightening to some of the upper administration in attendance to know that IACLEA is an extraordinary resource for colleges and universities. I'd like everyone to take an opportunity to find a college or university in your region who is not a member of IACLEA and invite the chief or director of the public safety department to participate in IACLEA sponsored events and to join the association. The time to become an active member is now. The demands on what we do in public safety are ever increasing. Thanks

to the dedication by all of you to move IACLEA forward in a positive manner we can continue to strive to meet those demands.

With the grant that IACLEA received from the U.S. Office of Community Oriented Policing Services (COPS), we have accepted applications for a Fellowship to work with an Advisory Panel (still to be appointed) to further clarify and establish priorities identified at the 2004 National Summit and contained in the Summit's final report. The Fellow will be a key position with the National Center for Campus Public Safety to support the profession through collaboration, information sharing, policy development, model practices, research, and other initiatives. The committee, chaired by President-Elect Steven Healy, Princeton University, is in the selection process with a goal to have someone in place this year.

IACLEA's Incident Command System (ICS) training program got off the ground in January with impressive results. The first four classes (two three-day classes each at the University of Nevada, Las Vegas and the University of Maryland in College Park) were filled to capacity, with more than 25 students in each class. Written student evaluations gave high marks to the IACLEA instructors and the course content and delivery.

Several students commented that they appreciated the opportunity to interact during the class with emergency responders from a number of different disciplines ranging from law enforcement to envi-

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Incident Command Training Program Promotes Working Together in a Crisis

By Christopher G. Blake, CAE, WMD Project Director

As the director of environmental safety at the University of Maryland, Maureen Kotlas does not get many opportunities to be an incident commander during a law enforcement emergency on campus. That is, until February 9, 2006.

It was a tense atmosphere. The campus was in crisis. The situation was fluid. The Command Center was abuzz with activity. Section chiefs and others scrambled to get accurate information and marshal resources. They formulated plans and contingencies for keeping the incident from escalating, while protecting the students and faculty, and the facilities.

Fortunately, the emergency was a training exercise, not a real event. It was all part of IACLEA's three-day Incident Command-Command Post training class, which made its debut in January and February with four classes filled to capacity. The University of Nevada, Las Vegas hosted Incident Command classes January 11-13, and January 23-25, and the University of Maryland in College Park, Maryland, hosted classes February 7-9 and February 21-23.

The Incident Command training program is supported by a grant to IACLEA from the U.S. Department of Homeland Security. IACLEA plans to put on 80 three-day classes throughout the U.S. to train command-level campus public safety personnel and other law enforcement and



Left to Right: John Shuter, ICS instructor; Sgt. Darryl Caraballo, Community College of Southern Nevada (CCSN); Toni Rinaldi, ICS Instructor (front); Police Chief Sandy Seda, CCSN; and Sgt. Sean Wells, CCSN.

non-law enforcement emergency responders in Incident Command procedures and protocols.

Students who attended the first classes in Las Vegas and College Park observed that what set this training program apart from similar classes was the hands-on experience. This experience is gained when the students set up and staff a Command Post and manage a real-time scenario, utilizing a model campus simulator.

The curriculum for the class was developed for IACLEA by BowMac Educational Services of Honeoye, NY, a company that delivers high quality training programs to communities in three main areas: Critical Incident Management, Community Policing and Interviewing & Investigative Strategies.

Students agreed the simulation exercise reinforced the classroom instruction in a highly realistic way.

"There is a sense of confusion at first, which is normal in an emergency," said Kotlas, who was the deputy incident commander during the training exercise. "The challenge is to get everyone's attention and to get everyone working together. That's what happens in a real emergency."

Kotlas came away from the training class with a positive impression. She is planning to send other staff members to future three-day Incident Command classes.

"Personally, I felt it was giving me the chance to really test myself and how I would respond to a challenge to make something work in a very chaotic and scary situation," she said.

Edward Gannon, assistant director of fire and OSHA safety at the University of Nevada, Las Vegas, said he has taken several ICS courses during his 22 years in the fire service. "This course was much more involved and much more energetic than anything I had attended," said Gannon, who completed the January 11-13 class at UNLV.

"It takes a universal approach to a crisis and highlights the fact that other agencies are involved and you need to work together and think on your feet," he said.

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Gannon said the model campus simulator, a 96-square-foot mock campus that is the centerpiece of the training scenario, is a “great teaching tool.” When he first viewed it, the model campus “looked like a toy city with little police cars and buildings...By the end of the exercise you saw it as a real city.”

Another benefit of the class is that it places emergency responders from different disciplines in the same group, where they are using the same critical skills and procedures during a crisis.

Sandy Seda, Police Chief of the Community College of Southern Nevada, said the training and networking with other law enforcement agencies during the class was invaluable to him as he works to build a campus police department from the ground floor at the 38,000-student community college.

“The class lends itself to networking with many municipal agencies and first responders,” Seda said. “You establish professional and personal relationships, so that when something does happen, you are not exchanging business cards — it’s too late for that. Because of this training,

you are reaching out to people who are familiar with and using universal procedures in an emergency,” Seda said.

Cynthia Birdwell traveled all the way from Michigan to attend the Incident Command class at the University of Maryland in early February. Birdwell, who is director of security at Siena Heights University in Adrian, MI, is in charge of a small, non-sworn department. Birdwell said she would encourage other non-sworn agencies to send their command-level staff to the Incident Command training class. “What you learn is applicable to any size agency,” she said.

One of the best aspects of the class, Birdwell said, is that it helps campus public safety leaders to remember that there are non-traditional resources they can call on during an emergency. The Maryland class included students from a number of emergency response disciplines, agencies and functions, including environmental safety, risk management, mounted police, park police, and members of a SWAT team.

Students enrolled in the class came from as far away as Michigan and New Hampshire and several universities were

represented in addition to the host institution, including George Washington University and Towson University. The Nevada class drew students from law enforcement agencies in the Las Vegas metro region, but also as far away as Tucson, Arizona.

“It was a wonderful mix of perspectives, which is really important for this type of training to be successful,” said Donna McMahan, risk manager and assistant director of environmental safety at the University of Maryland. “It brings in something you may miss if you are from a particular discipline and brings the perspective of another discipline that sees the crisis from a different angle,” she said.

McMahan said she has seen some of her fellow students in the class from the University of Maryland Department of Public Safety and other departments during actual emergencies. “But some of us had never trained together,” she said.

John Carroll, interim assistant vice chancellor for facilities at Pima Community College in Tucson, Arizona, said he decided to attend the January 11-13 class at UNLV because the college’s public safety department is in the early stages of implementing the Incident Command System (ICS) on campus. Carroll said he plans to send more non-emergency staff to the training. “Under the Unified Command system used in the Command Post, you learn that there are a lot of people who are not from law enforcement that you need to draw on during a critical incident,” he said.

Future classes will be scheduled at both UNLV and the University of Maryland in the upcoming months.

Deborah Rondeau Joins the IACLEA Staff

On Tuesday, March 14, as a follow-up to the membership services staffing discussion at the November Board Meeting, IACLEA Chief Staff Officer Peter Berry announced that he is involving an additional person in the membership services area so that Association Administrator Anna Cierocki will have more time to respond to member inquiries and requests for information.

Deborah Rondeau has joined the staff and will have the title “Membership Services Coordinator.” Deborah will assume from Anna the following



responsibilities: processing annual conference registrations and sending acknowledgements; processing new members/prospects; fulfilling publication orders; and coordinating dues invoicing/acknowledgements.

Deborah has previous association management experience, working previously at the Connecticut Recreation and Parks Association and the Connecticut Automobile Retailers Association.

Deborah’s e-mail address will be drondeau@iaclea.org

Please join me in welcoming Deborah Rondeau to the IACLEA staff.

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Dahlstrom Selected as New Police Chief for The University of Texas at Austin

Robert Eric Dahlstrom, chief of staff in the Austin Police Department, has been appointed chief of The University of Texas at Austin Police Department, according to Dr. Pat Clubb, the university's vice president for employee and campus services. "The University is fortunate to have attracted someone of Dahlstrom's caliber into the position of chief of police. His depth of experience and open, friendly demeanor will be a winning combination for the campus," said Clubb.

Dahlstrom, a 28-year veteran of the Austin Police Department, will assume his duties as police chief in mid-March. His appointment concludes a nationwide search to fill a vacancy created in the spring of 2005 when the university's police chief, Jeffrey Van Slyke, resigned to work on his doctorate. Mike L. Lauderdale, Ph.D., the Clara Pope Willoughby Centennial Professor in Criminal Justice, was chair of the search committee.

Dahlstrom said he has been a guest speaker at The University of Texas at Austin and has had many other occasions during the years to interact with the university community. "I'm very honored to have been selected for this position and I look forward to working with The University of Texas community," Dahlstrom said. "My goal is to make this the safest campus in America."

Associate Vice President for Campus Safety and Security Gerald R. Harkins said he was very pleased with Dahlstrom's appointment. Harkins also praised the work of Terry McMahan, who has been serving as the university's chief of police during the nationwide search process by Lauderdale's committee. "The University owes a debt of gratitude to Interim Chief Terry

McMahan for the professionalism and dedication he has shown to the job and the University," Harkins said.

Dahlstrom, who became affiliated with the Austin Police Department as an intern in 1976 and later as a cadet in 1977, has been the department's chief of staff since September 2005. He is responsible for the operation and conduct of the department in the chief's absence and is liaison to the Austin City Council. His many duties also include coordination of the efforts of executive-level staff members in the department.

Previously, Dahlstrom was the Austin Police Department's assistant chief, responsible for supervision of all patrol area commands, including nine commanders and about 850 police officers. His duties included serving as the department liaison to The University of Texas at Austin Police Department. He met often with university administrators and police personnel to discuss campus safety issues.

Dahlstrom received his bachelor of science degree with a major in criminal justice from Southwest Texas State University in San Marcos, Texas in 1977. He was in the Graduate Management Institute Program in 2003 at Sam Houston State University's Bill Blackwood Law Enforcement Management Institute of Texas.

Awards received by Dahlstrom include 62 interdepartmental commendations, 41 commendations received from the community, the Austin NAACP Professional Service Award, the "Peacemaker of the Year" Award from the Dispute Resolution Center of Texas, and numerous other departmental and community awards.

Struble Named Monroe Community College Public Safety Director

With 26 years' experience in safety and security, Lee E. Struble has been named director of public safety at Monroe Community College. Struble comes to MCC from Nazareth College, where he has served as director of campus safety for the past 10 years. Prior to Nazareth, Struble spent 13 years in a variety of supervisory and administrative capacities in the Rochester Institute of Technology's Campus Safety office.

Struble will oversee safety and security at MCC's four campuses for approximately 38,000 students annually and more than 1,000 full-time employees. For the last 10 years he has coordinated the Rochester Area Colleges Security Administrators Group, which meets regularly to share information on crime trends and crime prevention.

Struble is a leader in the field of higher education safety, having served as president of the Northeast Colleges and Universities Security Association, having presented at a number of conferences, and having published multiple articles in *Campus Safety Journal*. He has provided security consulting and training to several colleges and universities in New York, Pennsylvania, Florida and California.

Struble has a bachelor's degree from Maryville College (TN) and has completed advanced studies at the University of Louisville, University of Kentucky and Rochester Institute of Technology.

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Check it out on the IACLEA Members Only Area Online Directory.

Update membership information by completing the Members Only Online Directory Change of Address Form.

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International Association of Campus Law Enforcement Administrators

Standards for Campus Public Safety Departments

The *IACLEA Standards Manual* is now available to campus public safety departments as a way to compare their practices and procedures to the highest professional standards for campus law enforcement and public safety services. IACLEA Standards apply to both sworn and non-sworn public safety departments for all sizes and types of higher education institutions.

The *IACLEA Standards Manual* contains standards and commentary arranged in 27 chapters that cover topics such as: Agency Jurisdiction and Mutual Aid—Organization and Administration—Recruitment—Training and Career Development—Communications—Records—Disciplinary Procedures—Crime Prevention—Traffic—Clery Act Compliance.

The *IACLEA Standards Manual* is published with the permission of and in cooperation with the Commission on Accreditation for Law Enforcement Agencies (CALEA). Most of the standards in the IACLEA Manual correspond to CALEA Standards. IACLEA acknowledges the CALEA copyright on all standards derived from CALEA Standards and expresses appreciation to CALEA for its assistance.

The IACLEA Standards are the standards on which the IACLEA Accreditation Program—now being developed—will be based. The IACLEA Accreditation is currently in the pilot stage and will be open to all applicants in 2006.

How to Order: The *IACLEA Standards Manual* is available in looseleaf notebook format. Updates will be provided at no cost to the original purchaser for a period of three years following purchase. Cost of the Manual is \$230 each.

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Man Who Built SDSU's Campus Police Retires After 30 Years

John Carpenter's force grew to be 33 officers

By Lisa Petrillo, Staff Writer

Reprinted with permission from the January 3, 2006 San Diego Union-Tribune.

Naked guys tied to trees, that was pretty typical. Only once did fraternity pranks go sky high, back in '78, when four students tried to bomb the Sigma Chi house with marshmallows dropped from a plane.

"Rather humorous in retrospect," recalled John Carpenter, 62, who just retired as San Diego State University's director of public safety.

His 30-year career, which ended Saturday, was mostly about about controlling traffic, alcohol, parties and fraternity pranks.

He was chief of the University of Massachusetts Boston police force when he got himself a one-way ticket to Southern California in 1975. He had the job of turning San Diego State's security guards into a professional police force, just as he did with the university security staff in his native Boston.

"I really had to start from scratch," Carpenter said of SDSU. "The radio calls were, 'Joe, go meet me at so and so, I'm going to have pizza for lunch.' They were the untrained and unsophisticated folks that they make fun of in the movies."

He said the force protecting San Diego State then was composed mostly of guys trying to work their way into other jobs at the university by starting at the bottom, which is what security was considered. The big stuff was handled by the "real" cops from San Diego Police Department.

It wasn't easy growing up. Here, Carpenter didn't have the daily near riots as in Boston, where between massive daily

student protests against the Vietnam War and the scandal-plagued Nixon White House, his force dealt with the spillover of the public clashes over race. (Boston also was ground zero for desegregation battles during court-ordered busing to integrate its public schools.)

But he did have Tom D'Agostino, an ex-Marine Vietnam veteran who was SDSU's student government president on a campus opposed to campus police carrying guns.

"Good Lord, you had people from plant maintenance, even the administration [as the security force]," recalled D'Agostino, now an adviser to California Lt. Gov. Cruz Bustamante. "When we looked at the personnel that was available [to become campus cops] and the prospect of them carrying guns, we just knee-jerked and said no."

Through protests and dialogues, students finally won the right to participate in some decision-making involving the campus security force. And as serious crime began creeping onto campus, the students and Carpenter eventually worked together, D'Agostino said.

Decisions included an escort service that provided students with a ride to their cars or dorms at night. They agreed that campus cops should be trained as sworn officers through the police academy.

Carpenter then winnowed the staff to those willing to carry guns and attend the academy to become sworn officers. (Many now have been through the FBI Academy, a prized training program.)

He started with a force of 12. Now, he has 33 police officer positions and 57 support staff, many of whom are students working part time to handle such duties as radio calls and parking enforcement.

Carpenter had been head of security at SDSU for nearly two decades before the first cop was shot in the line of duty in 1994. Officer Mark Fox was shot in the hand when he tried to stop a suspicious car at 3 a.m. in a campus parking garage.

Two years later, SDSU cops caught a graduate student armed with 60 rounds of ammunition holding the gun he used to kill three engineering professors, Chen Liang, D. Preston Lowrey III and Constantinos Lyrintzis.

Carpenter's force helped catch the Pacific Beach Rapist, the popular musician Kenneth Bogard, who often wore a Zorro-style mask during a series of sex crimes and rapes from 1989 to 1994 in the College Area and beach communities, where many students live.

The retired chief believes in brains over brawn, since he's always had a small force to cover a lot of ground – 33,000 students and more than 1,500 faculty. His force has specialists in sex crimes and in traffic accident reconstruction, among other areas.

Last month, he showed off the campus police radio room filled with new surveillance equipment monitoring the dozen closed-circuit cameras trained on some of the trouble spots on campus.

"There's not a lot of breadth, so I make sure they have the training, that's how

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San Diego State University Hires First New Police Chief in 30 Years

San Diego State University (SDSU) announced it has hired Gardena (California) Police Department Captain John Browning to serve as the campus' first new police chief in 30 years. Browning replaces John Carpenter, who has retired after leading SDSU's Department of Public Safety since its inception in 1975. Carpenter announced his pending retirement in December 2004. SDSU began a national search for his replacement in March 2005. Browning officially joined the department on December 19.

Browning, 52, worked for Gardena's police force for nearly 30 years. He joined that department as an officer in 1976 and steadily moved up the ranks until his promotion to captain in 1999. Browning also served in the State of California Police Division 1973-1976, where he performed protection detail

for state officials, including the governor.

"Chief Carpenter has done a remarkable job developing the department," Browning said. "His high standards are reflected in the talent and skill of the officers and staff. I am confident that we will continue to be a positive force in this community that addresses the necessary law enforcement issues and participates in other activities that enhance the campus and surrounding environment."

While working in Gardena, Browning's accomplishments included developing a Chief of Police Citizens Advisory Panel, designing and implementing the community's Adopt-a-School Program, and creating neighborhood police stations in local parks.

"I can't thank Chief Carpenter enough for his long and dedicated service to this university," said SDSU President Stephen L. Weber. "Captain Browning is an ideal

successor — a seasoned law enforcement professional who is committed to the principles of community-oriented policing."

SDSU is the oldest and largest institution of higher education in the San Diego region. Founded in 1897, SDSU offers bachelor's degrees in 81 areas, master's degrees in 72 and doctorates in 16. SDSU's nearly 33,000 students participate in academic curricula distinguished by direct faculty contact and an increasingly international emphasis that prepares them for a global future. SDSU's Public Safety department includes 27 sworn police officers and 57 non-sworn support employees. The department is operational 24 hours a day, seven days a week providing campus security and other services. More information on the department is available at www.police.sdsu.edu.

Man Who Built SDSU's Campus Police Retires After 30 Years

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you maintain the edge," said Carpenter, who also serves as a police consultant.

He formerly was president of the International Association of Campus Law Enforcement Administrators.

Training and education have always been his focus. Though he left school at 17 to join the Air Force, he earned a master's degree and traveled the world to learn more about campus policing, including trips to China and South Africa.

"He has been responsible for creating a very, very professional department. He's been a great ambassador for San Diego worldwide," said SDSU President Stephen Weber, who praised the security chief for leading the campus through changes needed after the September 11 terrorist attacks.

The case that got away was the alleged gang rape in the mid-'80s at the Pi

Kappa Alpha fraternity house on an 18-year-old sorority pledge who said she unknowingly drank punch spiked with liquor and passed out. Carpenter and his detectives went public pushing for a prosecution that never happened. Then-District Attorney Ed Miller refused to prosecute, despite the many witnesses and physical evidence. "We didn't think they should get away with it," Carpenter said.

Alcohol abuse has long been a problem at SDSU, as it has nationwide, and Carpenter has been concerned that despite the effort the campus and the police have been making, binge drinking and alcohol poisoning cases continue.

Urban ills have entered the campus, a gang shooting and prostitutes working out of parking garages after the San Diego city police put the squeeze on their El Cajon Boulevard territory. There have

been quiet successes as well, such as the time SDSU campus police, responding to calls of a dispute between girlfriend and boyfriend, found themselves facing a suicidal woman who suddenly raced toward the wall of the parking garage.

"Our officer reached out and grabbed her arm just as she was about to go over the edge," Carpenter said.

Colleagues say many in the public don't realize the important role Carpenter has played as the only chief in the history of SDSU's police force.

"He helped educate the educators on the importance of having university law enforcement," Lt. Robert McManus said. "I remember when the police department was first formed, people were raising questions why we needed police. Now, we're very much welcomed here. He clearly has had a huge influence."

New Members – January/February

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Mark Reed

Georgia State University
Henry M. Winston

Hobart & William Smith Colleges
Robert Flowers

Illinois at Chicago, University of
Richard Rohloff

J. Sargeant Reynolds Community College
Mike Foster

Maryland, University of
Cathy Atwell

McMaster University
Terry Sullivan

New Hampshire, University of
Paul H. Dean

Northwestern University - Evanston/Chicago
Shaun J. Johnson

Pacific, University of the
Steven Jacobson

Saint Xavier University
Derrick Nelson

Simon Fraser University
Steven MacLean

Sonoma State University
Roseann Richard

South Carolina, University of
Scott Prill

Southern Maine, University of
Jason Pelletier

St. Thomas, University of
William Carter

Syracuse University
Anthony Callisto, Jr.

Tennessee State University
Tracy Dee Scantland

Towson University
Randy Brashears

Villanova University
Wilbert L. Clark

Western Connecticut State University
Edward Martinoli

Retired Membership

Donn F. Hopkins

Supporting Membership

Allied Barton Security Services
Mimi Lanfranchi

Allied Barton Security Services
Tom Walton

FreeLinc
John Lair

IXP Corporation
Rachel Novotny

Juststolen.Net, LLC
Thomas Shea

St. Peter's College
John Morgan

Tyco Fire & Security/ADT
Laurence C. Boothby

Valor Systems, Inc.
Matthew S. Whitehurst

Cornell University Police Meet Department of Homeland Security Emergency Standards

Compliance Efforts Ensure Campus Police Are Better Trained for Emergencies

The Cornell University Police Department today is better prepared to respond to virtually all emergency incidents on its campus or anywhere in Tompkins County. In an ongoing effort to prepare for such events, Cornell police have met the strict federal compliance standards created by the U.S. Department of Homeland Security.

Attaining these federal Homeland Security standards not only improves the ability of Cornell police to protect all Cornell students, staff and faculty, it also makes the department eligible for grant money that is disbursed by the Department of Homeland Security. Cornell University Police Department is the first law enforcement agency in Tompkins County, and also among the first wave of law enforcement agencies in the nation, to meet these new federal security standards.

These federal standards require that all officers be trained to understand and work within the framework of the national Incident Command System. The Department of Homeland Security's first goal in this nationwide effort is to ensure that all agencies that may respond to an event can work together utilizing the same process and language. The Incident Command System will provide a basis for greater "interoperability" by all involved agencies, leading to a more efficient response from emergency service providers. Ideally, trained officers from any emergency response agency would be

able to assume any role within the Incident Command System with like officers from other agencies.

"We take our responsibility to protect the Cornell community very seriously," explained Cornell Police Director Curtis S. Ostrander. "As part of that commitment, we vigorously pursue all relevant educational opportunities available to us. Having recently attained these federal compliance standards gives us the enhanced ability to work hand-in-hand during any crisis with other local, state and federal agencies that have met – or will meet – these standards in the future."

Cornell police maintain the primary Emergency Operations Center for the Ithaca campus and are members of the Cornell University Emergency Planning Team and the Tompkins County Emergency Response Team. In addition, the department participates in county-wide training exercises with other area emergency response and support organizations.

Cornell police recognize their obligation to be prepared and to provide prompt and professional response to the Cornell campus and community at large if called upon, said Ostrander. It is this obligation, he said, that drives the department as it continues to train its personnel and garner all the resources necessary to be prepared for any eventuality.

For more information, go to www.news.cornell.edu

Bias Promoted to Executive Director of Protective Services

Nova Southeastern University, in Fort Lauderdale-Davie, Florida announced that Bronson "Steve" Bias, CHS, CPP, CFE, CPO has been appointed to the position of Executive Director of Protective Services.

Bias has been with the Nova Southeastern University Public Safety Department and a member of IACLEA since 1987. He will administer the university's fire and industrial safety, security, physical security, and homeland security, and liaison with law enforcement through the university's partnership with the Town of Davie Police Department. He has served as the President of the Florida Association of Campus Safety and Security Administrators and is a retired Captain of the Hollywood, Florida Police Department.

GOT NEWS?

Have you received an award, been interviewed by the media, moved into new office space, retired, accepted a new job, received a promotion, received accreditation for your department, or anything else that might interest other IACLEA members?

We want to hear about it and tell your colleagues about it.

Mail the information (and photos) to: Karen E. Breseman, Managing Editor, *Campus Law Enforcement Journal*, IACLEA, 342 North Main Street, West Hartford, CT 06117-2507 or email to kbreseman@iaclea.org

In Memoriam

Charles E. Lamb III



On February 23, 2006, IACLEA Past President Lee Griffin informed IACLEA:

It is with deep regret that I announce to you the death of former President Charles Lamb. His wife June Rose called me this morning and told me he passed away yesterday while with his children and grandchildren on vacation in Marathon Key, Florida. June Rose will be taking his ashes back to Delaware on Saturday. Arrangements will be announced as soon as I have them from June Rose. Cards and condolences can be sent to June Rose Lamb, 32578 Long Iron Way, Long Neck, DE 19966.

On the personal side, Charlie was here in the fall for a week to play golf and it was just like old times. With the exception, we were both older and our choices of drink and quantity had changed considerably! Last week, Charlie and June Rose stopped by on their way to Marathon and we went to dinner and I am so glad that I had this opportunity to spend this time with June Rose and Charlie. He certainly was an original whose contributions were many. He only retired a couple of years ago as he enjoyed working!

Just a little reminder to all the past presidents to grab every day and embrace it!

Regards,
Lee



Charles E. Lamb III, who served as the 1985-86 president of IACLEA, died on Feb. 22, 2006, while on vacation in Florida. He was cremated in Key West and his family drove home with him to Delaware. There was a Memorial Mass on Saturday, March 4.

Mr. Lamb served on the IACLEA Board of Directors for several years. He was the director of public safety at Georgetown University in Wash-

ington, D.C., which hosted the Silver Anniversary Conference of IACLEA in 1983. During his term as IACLEA president, Mr. Lamb worked with other leaders to set a strategic direction for the Association that led to the status it enjoys today.

Charlie Lamb served for 20 years and retired from the New York City Police Department in 1971 with the rank of Lieutenant. Mr. Lamb then began his Campus Law Enforcement career as Chief of Police at East Stroudsburg State College in Pennsylvania. In 1972, he became Director of Public Safety at Georgetown University for 17 years. Upon retirement, he became the Administrator of Public Safety and Communication at Asbury Methodist Village in Gaithersburg, MD, for 12 years, until his final retirement in 2003.

He was cofounder of the Pennsylvania Law Enforcement Academy, which was founded to provide training for campus law enforcement personnel. He also was formerly an instructor at the New York City Police Training Academy. He lectured on law enforcement subjects at colleges and universities throughout the country and was a crime prevention instructor. He spearheaded a campaign for a national bill that passed, allowing private universities access to information that all public universities and state and local police have during traffic stops and arrests. While at Asbury Methodist Village, he introduced state legislation allowing criminal background checks for all personnel involved with the elderly in retirement communities.

Mr. Lamb was a member of a number of professional associations, including the International Association of Chiefs of Police, the American Judicature Society, the American Society for Industrial Security, the Society of Industrial Security, the National Parking Congress and the Honor Legion of the New York City Police Department. He was a longtime Regional Director for IACLEA and served as chairman of several IACLEA chapters.

He earned a bachelor's degree in public administration from Syracuse Univer-

sity and a master's degree in police administration from the John Jay College of Criminal Justice at the City College of New York.



Charlie was an outstanding representative of IACLEA and a respected president. I had the privilege of working with Charlie on the Board and attended many IACP conferences with him. He taught me much about the similarities and differences between IACLEA and IACP and always lobbied hard with IACP officials to improve the image of campus law enforcement. During some difficult years as IACLEA struggled to become financially sound and representative of campus law enforcement in dealings with governmental agencies, Charlie was leading the way.

I had looked forward to seeing Charlie at IACLEA's 50th Anniversary in Hartford. My prayers are with his lovely wife Rose and his children.

John Carpenter



Sadly, another one of the pioneers in IACLEA is gone. The dynamic duo of Charlie Lamb and Jim McGrory, who passed away last year, planted the seeds that resulted in IACLEA reaching the status it holds today.

I was mentored by both and they supported, encouraged and guided me during my early days. I cannot state in words how important they were to me both personally and professionally.

My sincere condolences to his wife Rose and family, all will be in my prayers.

Jack F. Douling

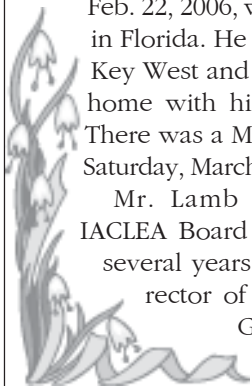


As I said with Jim McCrory's passing, Charlie and Jim set the gold standard for many of us. I considered both true mentors.

Alan MacNutt



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In Memoriam

Continued from page 11

When Charlie was active in IACLEA especially during the '70s and '80s everyone recognized him as a leader that was admired and respected then and throughout his career. He brought special qualities to the organization that made the Association stronger and viable for the future. Beyond that he always remained loyal to his many colleagues and friends. My prayers are with his wife Rose and his children.

Larry Slamons



Charles Lamb was a great representative for IACLEA. If memory serves me, we celebrated the 25th with the support of Charlie and other folks in the DC area.

The officers and staff of the University of Montana extend their prayers to his family.

He was a true leader and friend.

Ken Willett



Letter dated February 28, 2006 sent to Mrs. Rose Lamb on behalf of IACLEA:

Dear Mrs. Lamb,

On behalf of the 1,000 higher education institutional members of the International Association of Campus Law Enforcement Administrators (IACLEA), I want to extend to you and your family our heartfelt condolences on the passing of your husband, Charles E. Lamb III. Mr. Lamb served IACLEA and the campus public safety profession with distinction. Mr. Lamb made substantial contributions to the growth and development of the Association. His institution, Georgetown University, hosted the Silver Anniversary Conference of IACLEA in Washington, D.C., in 1983. As the 1985-86 President of IACLEA, Mr. Lamb worked with others to set a strategic direction for the Association that led IACLEA to the status it holds today as the recognized national leader in campus public safety. He also served as a mentor and example to a whole generation of campus public safety leaders.

Please accept our deepest sympathies on your loss.

Sincerely,

Priscilla A. Stevens, President

Information You Can Use!

All IACLEA members now have access to a searchable resource database that includes publications, previously published *Campus Law Enforcement Journal* articles, and links to other helpful Web sites. Check it out in the Members Only area of the IACLEA Web site.

www.iaclea.org

Historical Law Enforcement Items Wanted

By Fred Behr, Chair of the Media and Conference Displays 50th Anniversary Committee

In 2008, IACLEA will be celebrating our 50th Anniversary at the Annual Conference in Hartford, Connecticut. The Media and Conference Displays Committee is planning to provide a historical look at the progress of IACLEA and a mini-museum containing a historical look at campus law enforcement in general.

We will assemble the history of IACLEA including a year by year look at the Association, conference site information, significant events impacting campus law enforcement, the evolution of membership services offered as well as items produced by IACLEA for their members.

The mini-museum will contain "tools of the trade" used in campus law en-

forcement such as old uniforms, time clocks, leather gear, hats, badges, flashlights, watchman's ring of keys, old photos of patrol cars, motorcycle units, saps, billie clubs, handcuffs, etc. (sorry, no firearms) — virtually any item that depicts the origins of campus law enforcement from 1958 (or earlier) up to the technology we use today. If you have items that you feel fit the spirit of this venture and are willing to loan the items to the museum, please contact one of the committee members listed below. We would like the items by January 1, 2008 to begin setting up the museum. They will be returned promptly after the conference in Hartford.

Fred Behr	behr@stolaf.edu	(507) 646-3636
Ben Gollotti	bernard.gollotti@drexel.edu	(215) 895-1550
John Pack	pack@augsborg.edu	(612) 330-1644
David Reagan	dlr2870@dcccd.edu	(972) 860-4191

**The success of the museum depends on membership support.
I hope we can count on you!**

Letters to the Editor

Dear Editor:

The article on emergency phones in the November/December 2005 issue of the *Campus Law Enforcement Journal* is interesting. The title is E-Phone Inefficiency by Brandon Morley.

A few observations: The first Big-10 emergency phones were installed at Ohio State and the University of Illinois at Urbana in the 1970-72 period, not in the 1980s at Purdue. (Illinois also had one of the earlier campus three digit emergency contact phone numbers, 1-2-3, before the 911 system became widely available and mobile phones not yet in production for common use.)

In a 2002 opinion study of students at Ohio State, 94% indicated that one of the most important crime prevention strategies was campus lighting and emergency phones. In a 2003 study the perception of importance as to prevention strategy changed significantly to 15.3%. It is believed this perception may be related to media reporting and frequency as well as seriousness of local crime. Opinions change. Students at Ohio State, on their initiative, arranged several years ago to have emergency phones, in limited number, installed in the immediate off-campus area. They still function. This was accomplished in cooperation with Columbus police with students raising much of the funding.

Intended use from reporting crime, reporting any emergency such as fire, seeking medical assistance or even motorist help "after hours" may result in services to students that enhance department image to the broader campus community. How the phones and use are marketed is likely an important element to evaluate. I suspect the use and merit of such phones may extend beyond those articulated in the article.

It is important to consider numerous factors associated with campus emergency phones, the characteristics of the campus and the city/town in which it is located, value perceived by students, and the "overall condition of the baby" before the bath water is pitched!

John Kleberg
The Ohio State University

Plan Now for Future IACLEA Conferences

2006
June 24-27
Orlando, Florida



2007
June 26-29
Las Vegas, Nevada

2008
June 28-July 1
Hartford, Connecticut

Dear Editor:

I hope this message finds you well on the way to a terrific 2006 and that your holidays were exceptional.

I just received the November/December 2005 issue of the *Campus Law Enforcement Journal*. As you may know, I am quoted and referenced extensively in an article titled "E-Phone Inefficiency" on pages 28-29. This article is written by Brandon Morley, an undergraduate journalism student at Indiana University.

Mr. Morley inaccurately quotes me on several occasions, fails to provide "the rest of the story" at other times, and attributes statements to me that are simply untrue. While no obvious damage is done by this inaccurate and incomplete reporting, I do find it troubling that a professional association would publish a story prominently featuring one of their members without verifying the accuracy of the information. This article certainly implies, if not outright stating, that my opinion is that the e-phones are worthless, offering absolutely no benefit to our campus.

While I would certainly not suggest censorship of important information, I would suggest that a prudent course of future action would be to verify the information contained in *Journal* articles. I believe this is especially critical when the source is someone with no ties to law enforcement, and possibly even more so when the author is not a "professional" writer, but instead a student.

Thank you for your time and consideration of this issue.

Mark Briggs, CSP, ARM
Risk Manager
University of Illinois at Urbana-Champaign
1110 W. Springfield Avenue
Urbana, IL 61801
(217) 333-4660

Orlando from A to Z

All photos provided by the Orlando/Orange County Convention & Visitors Bureau, Inc.

Although theme parks may be the first thing you think about when you hear Orlando, there are many other fun attractions to experience after you attend the IACLEA Annual Conference and Exhibition, June 24-27, 2006.

Arabian Nights dinner show brings to life a fairy tale on horseback in the world's largest indoor equestrian arena. www.arabiannights.com

Blue Water Balloons invites you to view Florida from a hot air balloon. Each passenger receives a souvenir champagne glass, postcard, photograph, and a First Flight certificate presented by the pilot. www.bluewaterballoons.com

The **Charles Hosmer Morse Museum of American Art** houses the world's most comprehensive collection of the works of Louis Comfort Tiffany including Tiffany jewelry, pottery, paintings, art glass, leaded-glass windows, lamps, and

the chapel interior he designed for the 1893 World's Columbian Exposition in Chicago. The museum also features a major collection of American art pottery and representative collections of late-19th and early-20th century American painting, graphics, and decorative arts. www.morsemuseum.org

At **Dinosaur World**, you can visit more than 150 life-sized dinosaurs in an exciting outdoor museum setting. The scientifically accurate dinosaur models are set in Florida's lush natural landscape, accompanied by information that explains what each species was called and how it lived. www.dinoworld.net

Dolly Parton's Dixie Stampede Dinner & Show is a friendly rivalry between the North and South that includes horses, American Buffalo, racing ostriches



and pigs, music, singing, dancing, a spectacular patriotic finale written by Dolly, and audience participation. www.dixiestampede.com

Amazing Exotics sanctuary is one of the world's largest and most unique exotic wildlife management facilities, housing over 200 exotic "endangered," "severely endangered" or "extinct in the wild" animals within four major compounds on 85 acres. www.amazingexotics.com/

Experience a Florida pioneer's life on **Forever Florida's** 3,200 acres of pristine Florida wilderness and the 1,500-acre Crescent J Ranch, a working cattle ranch. Enjoy Eco-Safaris, horseback safaris, nature trails, pony rides, a petting zoo, and just relaxing and rocking on the veranda. www.floridaecosafaris.com

Continued on page 15

Gatorland is a 110-acre theme park and wildlife preserve that provides family fun with thousands of alligators, crocodiles, aviary, breeding marsh with observation tower, petting zoo, nature walk, educational wildlife programs, gift shop, train-ride, and more. One-of-a-kind reptilian shows include: the Gator Wrestling Show, Gator Jumparoo, Jungle Crocs of the World, and Up-close Encounters. www.gatorland.com

Green Meadows Petting Farm offers kids a two-hour guided farm tour with an opportunity to touch the pigs, chickens, turkeys, ducks, geese, donkeys, and more. Every visitor has an opportunity to try their hand at milking a cow. Hayrides, pony rides, and an express train ride keep even the littlest visitors entertained for hours. www.greenmeadowsfarm.com

Enjoy a delightfully frightening, old-fashioned haunted house rising from the dead center of Old Town at the **Haunted Grimm House**. Legend has it that in 1886 this elaborate Victorian estate was constructed in the swamp for the Grimm family. This impressive residence housed the Grimm's funeral business until

1929. One hundred years after its construction, Old Town grew up around the old Grimm house and its terrifying reputation. Fearful of unleashing the home's spirits if they tore the place down, the Old Town council decided in 1993 to open the house to the public with the warning that they would not be responsible for what might happen to anyone inside its 4,000 "scare" feet of winding corridors and wicked rooms. Fortunately, not one guest has been reported lost to the two-story, twenty-room house, although there have been some close calls... www.old-town.com

Hooray For Hollywood Wax Museum & Tower of London Experience is two attractions in one. The Hollywood Wax Museum includes amazing

replicas of celebrities, Hollywood stars, rock legends, and kings of comedy. The Tower of London Experience features the famous replica British crown jewel collection, along with replicas of the royal family including Princess Diana wearing her favorite dress. Henry VIII is here with his six wives and some ominous torture

Jungle Adventures is one of the oldest, all-natural and native attractions in Florida with a 20-acre park and wildlife sanctuary dedicated to "eco-tourism," a unique experience for close encounters with native wildlife. Personalized educational tours of Florida's natural habitats are available for large groups or individuals at Jungle Adventures. Visitors can explore the ecology, biology, and history about the area and the world we live in. There is a wide variety of programs and tours dealing with Florida's native history and wildlife that call Florida their home. Watch as huge alligators come to feast at the Gator Feedings, take a relaxing ride on the Jungle Cruise, take a trip back in time through the Native American Village, hold a baby alligator in the Wildlife Show, and stroll through the park and see our many animals including the endangered Florida Panther. <http://jungleadventures.com/>

Just 45 minutes from Orlando is NASA's launch headquarters, **Kennedy Space Center**, the only place on Earth where you

can tour launch areas, meet an astronaut, see giant rockets, train in spaceflight simulators, and even view a launch. The 60-foot-tall Launch Complex 39 observation gantry provides a breathtaking 360-degree view of the two giant shuttle launch pads, 39A and 39B. The panorama also encompasses the Launch Control Center, the well-traveled crawlerway, and the massive vehicle assembly building. A theater presentation and interactive room at the gantry's base give you a behind-the-scenes briefing on what it takes to launch and land every NASA Space Shuttle. The Apollo/Saturn V Center is a tribute to the Apollo astronauts and the machines that got to the moon—and brought them safely home. Here in a spacious facility

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implements from days past. The stout-hearted can enter the infamous Tower dungeons and witness horrifying scenes of medieval torture. www.goorlandocard.com/orlando-attractions.html

International Drive is the most spectacular tourist and convention destination in the world home to 100+ Orlando hotels & resorts, five theme parks, 150+ themed and spectacular restaurants, 485+ designer, brand-name shopping and outlet stores, three entertainment mega-complexes, three stadium-style movie cinemas, I-RIDE trolley service, the nation's 2nd largest convention center — The Orange County Convention Center, and so much more. <http://www.internationaldriveorlando.com>

Continued from page 15

featuring a massive, real Saturn V rocket, that moment in history comes to life. In two giant IMAX® theaters, the dream of spaceflight comes alive with a wall of sound, five-story screens, and realistic 3D special effects. Dramatic footage shot by NASA astronauts during actual missions makes you feel like you're floating right alongside them. Come live the human side of space like you never imagined you could, complete with the sights, sounds and experiences of the real astronauts who first ventured into the frontiers of space in the Astronaut Hall of Fame. Experience exhibits dedicated to our nation's astronauts, including the world's largest collection of personal memorabilia and realistic astronaut training simulators. Then, suit up, strap in, and blast off into an interactive experience that gives you a true taste of space, like the G-Force Trainer that lets you feel the pressure of four times the force of gravity. Feel what it's like to walk on the moon or ride a rover across the rocky Martian terrain, then carefully guide the Space Shuttle to a smooth landing. The Kennedy Space Center Visitor Complex is where amazing exhibits and inspiring shows immerse you into the past, present, and future of the space program. www.kennedyspacecenter.com

Minutes away from bustling downtown Orlando lie the beautiful **Leu Gardens** where you can relax in the formal gardens along the shores of Lake Rowena, or meander along paths and foot trails located throughout the 50 acres of manicured grounds and artfully designed gardens that seamlessly flow from one to another. Originally the grounds were a drive-through garden, as evidenced by the

large paved walkways. Numerous foot trails, benches and a gazebo have been added to encourage your stay. <http://leugardens.org/>

Medieval Times Dinner & Tournament Times is more than a dinner attraction — it's a window in time where glory, chivalry, and honor burst to life in thrilling authentic tournament action. The experience culminates in an authentic jousting tournament and sword fighting between the six brave knights of the realm. Lances splinter against shields of steel, swords spark and a champion emerges, to the cheers of the enthusiastic crowd. www.medievaltimes.com

The Mercado's one-of-a-kind Mediterranean-style marketplace features 17.5 acres with fifty specialty shops, six unique fine-dining restaurants, and an authentic English pub. The Mercado is home to the unique attraction "Titanic—The Experience" and also has the only international food court on International Drive. Nightly free entertainment starts at 7:30 p.m. in the center Courtyard and there is free parking. www.themercado.com

Old Town Shopping, Dining & Entertainment offers seventy-five unique shops, eight restaurants featuring a variety of themes and taste temptations, eighteen thrilling amusement rides ranging from a 1944 Scrambler to the new TurboForce, and classic car shows every Friday and Saturday night. The Friday Nite Car Cruise features cars from 1973 to 1987 as well as some new custom vehicles. These classics pull in at 5:00 p.m. each Friday and parade down the streets of Old Town at 9:00 p.m. On Saturday, cars from 1972 and prior start arriving at 1:00 p.m. and parade down the bricks at 8:30

p.m. to your favorite rock 'n' roll music for the Saturday Nite Car Cruise. www.old-town.com

The Orange County Regional History Center is a historic five-story masterpiece offering a fascinating insight into how this region has made its transition from a small town surrounded by citrus groves and cattle ranches to today's thriving urban community. The Orange County Regional History Center is home to the varied and extensive collections of the Historical Society of Central Florida, Inc. Located in the heart of downtown Orlando in the beautifully restored 1927 Orange County Courthouse, the History Center is continuously distinguished as the area's best museum. With an exciting roster of ever-changing exhibits, the History Center is one of Central Florida's premier cultural attractions. From guided tours and hands-on history events to fun-packed, interactive children's programs, learning is fun for all ages. www.thehistorycenter.org

The **Orlando Museum of Art** is both a cultural and architectural treasure where Dale Chihuly's arresting glass Cobalt & Citron Tower draws your eyes twenty feet up to the glass skylight above. The permanent collections include a wide range of art from all over the world including American art from the 19th century to the present with works by artists such as John Singer Sargent, Thomas Moran, George Inness, Georgia O'Keeffe, Ansel Adams, Suzanne McClelland, and William Michael Harnett. The OMA has particular strengths in African art and art of the ancient Americas—the broadest and most representative collection in the southeast.

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What It Means to Host a Presidential Debate

By Commander John Sutton, Arizona State University

Introduction

Arizona State University had the distinct privilege of hosting the third and final presidential debate on October 13, 2004 at the Grady Gammage Auditorium on Arizona State University's Tempe campus. The first two debates between President George Bush and his challenger, Senator John Kerry, generated an extreme amount of media attention. The final debate was expected to be an even bigger event as it carried the expectation of generating a clear winner which would be the deciding factor in obtaining the votes of those who were still undecided.

A presidential debate is not a community event where locals have the opportunity to see first-hand two candidates squaring off on issues. It is, in fact, a media event for the purpose of broadcasting live to a national and international audience. Preparing law enforcement and security services was a tremendous task for Chief John Pickens and his command staff.

Preparation began over a year in advance when ASU made the decision to make application to the Commission on Presidential Debates for consideration as a debate site. Research for a presentation to the committee was necessary to ensure the police department and other involved university departments had adequate resources and facilities to successfully host an event of this magnitude. We demonstrated our excellent record through past successes which included a visit from former President Bill Clinton, the Pope, Superbowl XXX, the Fiesta

A presidential debate is not a community event where locals have the opportunity to see first-hand two candidates squaring off on issues. It is, in fact, a media event for the purpose of broadcasting live to a national and international audience.

Bowl, which included several national championships, as well as the dignitary protection necessary for visitors at the Barry Goldwater funeral.

Once ASU received the selection, the real work began. Individuals assigned to the work group recognized the importance of successfully hosting the event and applied their best efforts in true ASU fashion. There was no doubt in anyone's mind this was an opportunity for ASU to put its best foot forward, realizing it was an important step in meeting President Michael Crow's vision of making ASU a world class educational institution.

Planning

The greatest majority of the work had to do with planning. This was a process that started eight months before the debate. In the larger picture, the police department participated in a university work group which met on a monthly basis. Each member of the work group was responsible for subcommittees within their individual areas of expertise. Each subcommittee head reported their progress monthly to the university work group. This was important not only from an informational perspective, but also for those

times when duties overlapped or there was disagreement.

The law enforcement subcommittee had regular meetings between the monthly university work group meetings. Initially, the subcommittee was small but grew in proportion to the amount of outside participation needed by other police agencies. The first subcommittee meeting was with the U. S. Secret Service SAC Charles D. Wolford II, from the local Phoenix office. This was highly beneficial as it provided us with information about experiences from other debates, expectations, and helped us establish direction in our planning process. The Phoenix SAC and staff of agents provided input when requested and supported our efforts.

This event had an impact on the law enforcement agencies around ASU as well. The greatest impact for the site itself and the area surrounding was with our department and the Tempe Police Department. Two major city streets are adjacent to the Gammage Auditorium. The location required a joint effort between the two agencies to ensure that adequate security, law enforcement and traffic control was in place. ASU and Tempe have worked together concurrently for years on major events in our community. The past working relationships and shared experiences were instrumental in our success.

The ASU Police Department was too small to provide adequate, commissioned law enforcement staffing. A minimum of

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What It Means to Host a Presidential Debate

Continued from page 17

200 officers were needed to cover the event and maintain the normal 24/7 police services at the university. We needed approximately 160 officers from outside agencies to augment our force. Fortunately, we were able to draw the entire contingent from our State Department of Public Safety. Having utilized State DPS officers and supervisors during football games at Sun Devil Stadium, again, prior working relationships and shared experiences were in place and instrumental in our success.

The university was divided into four major law enforcement and security areas to include:

1. the Gammage auditorium and the perimeter area;
2. the Wells Fargo basketball arena;
3. the Student Recreation Complex and adjoining athletic field;
4. The university at large.

Several additional activities were planned to coincide with the debate for the purpose of developing more community involvement.

The center of activity and primary focus was the debate hall itself, Gammage Auditorium. Necessary planning included building security both internally and externally, establishing an exterior perimeter; fencing requirements; credentials, parking, use of magnetometers, VIPs, staffing levels, fixed and moving posts, weapons, protestors, deployment of mobile field forces, entry and parking for two motorcades and protocols for use of force situations involving multiple agencies working the same event in an assisting role to the ASU Police Department. An ASU Police Commander was assigned the responsibility of planning for this area,


writing the related operations orders and supervising the venue on the day of the debate.

Several additional activities were planned to coincide with the debate for the purpose of developing more community involvement. A simulcast of the event was set up at the Wells Fargo arena to allow students, staff and citizens from Tempe the opportunity to watch the debate. Other activities before and after the simulcast were organized to increase the interest level and attraction to the Wells Fargo site. A significant consideration in the process was the possibility that one of the candidates might find the Wells Fargo site a great location to do an impromptu appearance. A separate planning effort to meet the needs of an anticipated 15,000 attendees and to prepare for a possible visit from one of the candidates required this to be a separate planning area. As in the Gammage site,

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It was necessary to go beyond preparations and planning just for the event itself. We had to ask ourselves how we would handle worst case scenarios.

internal and external building security, staffing levels, weapons, protestors, parking, deployment of mobile field forces, and use of force protocols involving multiple agencies had to be planned for. An ASU Police Commander was assigned the responsibility for this area to include writing the related operations orders and supervising the venue on the day of the debate.

Protestors were anticipated, but how many would actually attend was unknown. Intelligence information was gathered for the purpose of making a reasonable estimate of who and how many would come. The university Work Group organized a speaker's corner in the Student Recreation athletic field, a five minute walk from Gammage Auditorium. The speaker's corner would have a small stage, public address system, large televisions, bottled water, portable restrooms and a moderator. The idea was to make it attractive with the expectation that protestors would voluntarily congregate there as opposed to assembling outside the Gammage venue which had a double fence perimeter and did not offer a good view of the auditorium. Intelligence estimates required a plan for 3,000 protestors and the site itself was capable of holding 15,000. This required law enforcement planning again in the areas of staffing levels, weapons, deployment of mobile field forces and use of force protocols involving multiple agencies. One main mobile field force was staged on standby in the Student Recreation building right next to the field on debate day. An ASU Police Commander was assigned responsibility for this area to include writing the related operations orders and supervising the venue on the day of the debate.

Our fourth operational planning area was the university at large. Even though we were hosting an international event, the university was open for business. We had our normal responsibility of provid-

ing police services to approximately 55,000 students and staff, not to mention all the press and additional visitors who would be converging on our open campus. The normal staffing levels for officers, police aides and civilian staff would not be sufficient to provide adequate protection to meet the needs of the larger than normal population. An ASU police sergeant, normally used as a shift commander, was given the responsibility for planning in this area, writing the related operations orders and supervising the venue on the day of the debate.

Emergency Operations Center

It was necessary to go beyond preparations and planning just for the event itself. We had to ask ourselves how we would handle worst case scenarios. What was our back-up plan if all our best inten-

Our fourth operational planning area was the university at large. Even though we were hosting an international event, the university was open for business.

tions went sideways and we were faced with situations we hoped would not occur? We knew it would be necessary to staff our Emergency Operations Center.

Since utilizing the Emergency Operations Center is not a daily or routine function at ASU it was necessary to have a series of exercises which allowed key personnel assigned to the EOC to become more familiar with EOC capabilities and operations. Three practice drills were conducted, including a table top exercise with possible scenarios that were consistent with a presidential debate.

To reduce duplication of limited personnel resources, ASU Police and Tempe Police agreed to set up only one EOC even though both agencies have their own individual centers. The campus EOC was chosen to be the location.

On the night of the debate the EOC was staffed with a skeletal crew which included dispatchers from ASU and Tempe, Commanders from ASU and Tempe, and representatives from the FBI,

Phoenix Police, Tempe Fire, ASU General Counsel, ASU Media Relations, the university's GIS studies program and a state HAM radio operator. Other key personnel included senior university administrators from the President's office, Facilities Management, Telephone Services, the Provost's office and Student Residential Life were on standby and subject to immediate call if a disaster occurred.

Coordination occurred with the Maricopa County Department of Emergency Management. Their facility was also opened and staffed similarly with a skeletal crew.

Budget

Additional funds for law enforcement were actually a small part of the overall project budget. Initial projections called for only 6% of the estimated budget needs to be necessary for law enforcement and security related expenses. Funding was necessary to cover overtime expenses for 160 State DPS officers and some of our own officers. When allowable, officer shifts and schedules were adjusted to reduce overtime expenses involving ASU employees.

Providing fencing for the site with a high quality crowd and vehicle resistant fence was a major security issue. Funding was a source of contention with the work group. We were able to make a presentation and proposal to the Homeland Security Director for Arizona, Frank Navarette, and it was granted. It netted

Food was another consideration due to the number of fixed posts and the length of assigned shifts. Most officers worked twelve hours on debate day.

us a six foot security fence with a proven track record at the Republican and Democratic Conventions as well as numerous rock concerts throughout the country.

The fence was used in combination with a chain link security fence to form a moat around the debate site. The chain link fence was used as an outer perim-

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In the event of an unforeseen disaster the university's emergency operation center was opened and staffed with a skeletal crew from ASU Police and Tempe Police.

eter and was posted with no trespassing signs. This configuration was not only tactically prudent, but also allowed us to reduce the number of officers posted on the exterior of the fence.

Less lethal munitions was an area of consideration and required a substantial purchase when compared to our normal budget year. We relied on our firearms instructors to recommend what types and how much of each munition should be on hand in the event of a civil disturbance. This area was professionally challenging as it required decisions to be made as to what types of unrest could be faced and how long or intense the engagements would be. Eventually, a suitable amount of munitions was decided upon with a back-up agreement involving suppliers and other departments if the need arose for more than originally anticipated. The level of munitions on hand had to be factored into each tactical plan written by the commanders.

Food was another consideration due to the number of fixed posts and the length of assigned shifts. Most officers worked twelve hours on debate day. The middle part of October in Arizona can still be very hot with temperatures commonly in the mid- to high 90s. Hydration is something Arizona Peace Officers have firsthand experience with. We purchased two boxed meals for each officer, snacks, water, soda and energy drinks. Police aides were assigned to deliver these items in golf carts systematically to officers in the field at their assigned areas and posts.

A large event such as this can tax your existing supplies of the everyday items you have on hand and take for granted. An inventory was necessary to ensure basic supplies were of sufficient quantity. Purchases for items such as flex cuffs, restraint cutters, police line tape, film, batteries, rental radios, additional tasers and no trespassing signs were made.

Command and Control

The overall responsibility for command and control rested with Chief John Pickens in incidents occurring on university property. Responsibility for incidents occurring in the City of Tempe rested with their chief, Ralph Tranter. Command authority was delegated to the Assistant Chief of Operations for the operational side and to the Assistant Chief of Administration for the administrative side of the event.

To reduce the number of command posts and Emergency Operations Centers the decision was made early on to utilize a joint, multi-agency concept. The event, including dispatch operations, was run from a forward command post approximately ½ mile from the debate venue outside of university property in the City of Tempe. ASU Police and Tempe Police shared a mobile command vehicle. Representatives from other involved agencies such as State DPS, State Emergency Management and Phoenix Police Department were assembled at the forward command post.

Hosting the presidential debate was a "once in a lifetime" opportunity for many of the people involved in the planning and execution here at ASU. It was a massive planning and coordination process requiring a team effort from all players within the university.

In the event of an unforeseen disaster the university's emergency operation center was opened and staffed with a skeletal crew from ASU Police and Tempe Police. A computer terminal and link to dispatch was set up in the EOC to allow EOC participants the ability to see all activities related to the debate. The event log was projected onto a screen. Personnel not required to be in attendance were on standby. The university had representatives from general counsel, media relations and the administrative commander in the EOC. Participants in the EOC not directly affiliated with the university were the FBI and the Phoenix Police Department. The EOC also served as the "drop in" site for representatives of other juris-

dictions and political subdivisions who were looking for updates. This was done to discourage them from visiting the forward command post.

An expenditure recommended to us by the Secret Service SAC was to visit one of the other debate sites. We chose the one held at the University of Miami on September 30. Since our Administrative Commander had been assigned as the project coordinator from the very beginning, I was selected to attend the U of M debate. The trip was well worth the expense. Cooperation and assistance from the Coral Gables Police Department and the University of Miami Police Department was tremendous. We picked up some valuable tips which allowed for a couple of last minute improvements to our own plan. We also returned with a sense of positive self-assurance that our plans were right in line with theirs.

Conclusion

Hosting the presidential debate was a "once in a lifetime" opportunity for many of the people involved in the planning and execution here at ASU. It was a massive planning and coordination process requiring a team effort from all players within the university.

Outside the university it required the same efforts from all the law enforcement agencies involved. ASU Police and the surrounding law enforcement agencies have a tremendous cadre of experienced and professional police officers who came together, as they usually do, and successfully planned and executed without incident a debate that was truly an international event.

About the Author

John Sutton is a veteran of 27 years in law enforcement having served in both municipal and campus agencies. He joined the Arizona State University Department of Public Safety in 1998 as a lieutenant and was promoted to commander in 2003. He is a graduate of the FBI National Academy. John has a strong background in special events management and has coordinated security for three Fiesta Bowls, one BCS Championship and, most recently, the Bush-Kerry Presidential Debate at the ASU Tempe campus.

Institutional Preparedness: Are You Ready?

By Chief James T. McBride, M.P.A., C.L.E.E., Lakeland Community College

If one looks backward momentarily towards Hurricane Katrina and September 11, 2001, we are able to see a definite need to encourage college and university administrators and officials to make emergency planning a management top priority. Colleges and universities in Manhattan, Louisiana, Alabama, Florida and Texas can readily attest to what can happen when major disasters strike, and if we're smart we'll spend the time and energy required to learn from their horrible experiences.

When we discuss the concept of "emergency" in this context, it is important to identify *all* of the potential disasters that might arise with enough consequence to temporarily and substantially disrupt the learning environment. These threats include the more traditional risks of earthquake, flooding, severe weather, chemical spills, fire, crime and explosions as well as more contemporary threats such as of terrorism, hostage situations, bombings, arsons, orchestrated violence, aircraft crash, and horrendous natural disasters worthy of a science fiction movie academy award.

Some institutions are at even higher risk because of on-site or nearby risks including nuclear power sources, government facilities and/or contracts, large venue sporting facilities, special research programs, etc. Any institution that has not done a comprehensive risk and threat assessment in recent years with these thoughts in mind has actually elected to enhance the probability of catastrophic loss should an unexpected event occur.

When we discuss the concept of "emergency" in this context, it is important to identify *all* of the potential disasters that might arise with enough consequence to temporarily and substantially disrupt the learning environment.

All of these incidents send a very important message to everyone involved in specialized types of public safety: start planning now and do it right or the very existence of the institution may be at risk if trouble strikes. What types of disasters can we actually predict? Actually very few except for some weather-related incidents and certain phenomena studied by insurance companies for years. What we do know for certain is that sometime this year some institutions of higher education will be subjected to catastrophic disasters. Some will be targeted by wrong-doers for exploitation while others will be assaulted by natural and man-made disasters. Many of these incidents will disrupt campus operations on a temporary or long-term basis. If serious enough, the event can even put the institution out of business permanently.

How many institutions of higher learning can afford to have such terrible things happen? While competent emergency planning cannot guarantee protection from disaster, it can help save lives, mitigate loss and speed up recovery operations. When disaster strikes, these important matters become the priority issues

in every case as evidenced by review of past events. Learning from the past can be a cost effective way of doing business.

In organizations where little emergency planning is done, the results can be catastrophic. When key players in any organization have not been exposed to, or taken the time to participate in, the emergency planning and training process trouble looms ahead. In such cases small incidents can grow into major disasters due to mismanagement because there will be a major "disconnect" between those who actually know what to do and those who want to remain in charge even though they are clueless as to what actually needs to be done. The result of such a situation will most likely be unnecessary deaths, injuries and losses when disaster strikes.

The primary job of public safety administrators in this day and age is to convince key officials and administrators that reasonable levels of funding should be spent on emergency planning, training, equipment and supplies. Emergency planning money should be allocated in addition to whatever is being spent now on public safety at these institutions. Colleges and universities spend millions each year on special projects. What percentage of institutional budgets is spent on emergency preparedness? A willingness to take the lead in this regard can prove to be very beneficial to students, employees, and continuing operations should disaster suddenly strike. Parents of students seeking to be educated should be inter-

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Institutional Preparedness: Are You Ready?

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ested in the institution's approach to emergency preparedness *before* problems arise. It's usually too late after something goes terribly wrong to make a difference for the victims.

Across the country many college and university administrators know that there is a lot of interest in these critical topics and have come to accept the contention that emergency preparedness, planning and training are primary management functions in this day and age. Because of their leadership we have already seen a dramatic improvement in regards to learning environment protection and safety management. We have a long way to go, but some of the pioneers in this field are already marking the path towards success. The welfare of many people who trust us is at stake, and it is important that we continue to address these issues and take reasonable steps to make sure we're prepared to deal with *anything* that may come our way. We can no longer afford to op-

erate in traditional and reactive modes. We have to become more proactive. The world has changed a lot, and it continues to evolve. As public safety professionals we cannot afford to be left behind.

About the Author

James T. McBride is the Director of Public Safety, Chief of Police, and Homeland Security Coordinator at Lakeland Community College in Kirtland (east of

Cleveland), Ohio. Chief McBride teaches a variety of homeland security courses and is a member of the Lake County homeland security task force. He served for three years as the original IACLEA Two-Year College Task Force, and has been a LEMAP participant since 1990. He has authored a number of articles on emergency preparedness for law enforcement and public safety.

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Knock Off the Dust – Now What?

Using Your Campus Emergency Action Plan to Meet Unique and Diverse Challenges

By Andrew A. Altizer; Robert M. Hill; Erum Rubina Jilani; and Keith Sumas

If you work in campus law enforcement, you routinely face crises or spend time preparing to face them. If your emergency action plan is to be comprehensive, it must have all the proper components; if it is to be effective, it has to be used.

In addition to American tragedies that shocked the nation and the world, such as the terrorist events of September 11, 2001 or the Columbine High School attacks, the September 2004 terrorist attack on the Russian town of Beslan's school that claimed the lives of over 320 hostages, including 156 children, serves as a stark reminder of the kind of diverse threat we may face. The October 2005 bombing at Oklahoma State University also emphasizes the need for campus administrators to have a detailed and practical emergency action plan. The threat needn't be manmade, either, as the devastation wreaked by Hurricane Katrina illustrated.

Sadly, we tend to develop campus emergency action plans, then post them on a LAN to become lost in an electronic maze and/or throw them on an administrator's shelf, soon to become a dust magnet. After the fire's out or plume floats off campus, we dust them off, form a Lessons Learned Committee, and then enhance the part of the plan that we just lived through.

Schools, government facilities and the corporate world all tend to update plans based on the last crisis or emergency. Granted, this review is an important aspect of emergency planning, but in order to prevent, mitigate and better re-

spond to future tragic events, we must do more before the waters flood campus or lighting strikes. Campus administrators responsible for emergency action plans can take a proactive planning stance by acting in a comprehensive manner that includes thinking outside the ivory tower.

Components of an Emergency Action Plan

Campus officials must first examine their campus plan to ensure that their institutional priorities meet their current mission. A reasonable set of priorities might include (Altizer, Hill, Katz & Waugh, 2002):

1. Protect the health and lives of the students.
2. Protect the health and lives of university personnel.
3. Protect university property.
4. Communicate clearly to internal and external constituencies.
5. Follow up with any subsequent counseling or other necessary steps to restore well being on campus.
6. Protect and maintain the university's image.
7. Resume business as usual.
8. Evaluate the crisis and update procedures as needed.

Once the institutional priorities have been reexamined, then the plan itself must be examined to make sure that every imaginable crisis and emergency has been covered. Many campuses prior to 2001 probably did not include a section

on mail handling procedures when dealing with suspicious packages (bombs, white powder, etc). Although this list is not exhaustive, the campus plans should at least cover:

1. Bomb threat
2. Chemical or radiation spill
3. Civil disturbance
4. Computer virus
5. Data destruction or unavailability
6. Death of a student
7. Earthquake
8. Epidemic or contagious condition
9. Explosion on campus
10. Fire (academic building, residence hall, dining hall)
11. Flood
12. Food poisoning
13. Gas leak (strange odor)
14. Hate crime
15. Hostage or lone gunman
16. Hurricane
17. Medical emergency
18. Nuclear threat
19. Power outage
20. Rape (acquaintance and stranger)
21. Snow or ice storm
22. Suicide
23. Terrorism
24. Threat to individual or group

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- 25. Tornado
- 26. Violent crime
- 27. Workplace violence

Campus emergency action plans must also include evacuation plans, shelter-in-place procedures, communications plans and a resource data base (or where to find it). Most plans include a wide variety of annexes, including important contact numbers, emergency kits (locations and contents), class closing standard operating procedures, alternative food service plans, emergency living arrangements, psychological services plan and safe site list.

While a plan must be comprehensive, it is worth noting that it must not be too complicated or it will be difficult to follow during chaotic situations.

Using an Emergency Action Plan

Now what? Several parts of a campus emergency action plan can be enhanced or added to meet the diverse threats and possible emergencies like the ones mentioned in the section above. Campus officials must work collaboratively on:

- Threat, risk, vulnerabilities and protective action plans
- Prioritizing key resources and assets
- Relationship-building and incident command
- Training
 - Exercises
 - Technological enhancement

1. Threat, risk, vulnerabilities and protective action plans: Determine site-specific threats on campus, associated risks and vulnerabilities, and corresponding protective action plans to fill gaps and holes. Special events and other unique campus situations must be included.

Before the September 2001 terrorist attacks, the only times a campus was alerted to specific threats were when a strange person was seen loitering, a rapist was on the loose in the associated campus town, or more likely, a crime ring had been identified nearby. Today, campus officials must fully grasp the wide range of threats they

face. Furthermore, campus officials must not fall into a state of complacency, or the “it can’t happen here” syndrome.

What are some of the typical threats to a campus environment? It depends on the institutional mission, student body and kind of resources, assets and special events on campus. Typically, any large public gatherings offer attractive targets, especially those with live television coverage. Campuses with special interest facilities (for example, Jewish Centers) must understand threats specific to their constituency and mission. Large research universities with special laboratories or testing sites can either be targets, or potentially part of a larger plan to incorporate dangerous biological or chemical agents as part of a bigger weapons system.

Campus police should participate in law enforcement committees, consortia and other forums designed to share information about timely, credible and changing threats. A campus in, or near, a large metropolitan city should have an active police presence on the state’s Intelligence Fusion Center and/or the FBI’s Joint Terrorism Task Force.

2. Prioritize Key Resources and Assets: Before prioritizing campus key resources and assets, one might ask why such a need exists. The most obvious reason is that most universities simply do not have the personnel, equipment and funding to protect everything all the time. So how do you prioritize your resources and assets? First, one must revert back to the institutional mission and priorities to provide the foundation. A campus community could determine (and often debate) priorities in an informal or formal manner. An informal manner may entail giving such a task to the campus safety or crisis action committee. A more formal community priority assessment plan can be determined by a number of tools on the market today. Regardless of the approach, a campus must ask a very important question before beginning

such a prioritization: What would cause the most harm (physical, fiscal, reputational, etc.) if it would cease to exist on campus? As mentioned in the previous section, threat dictates the most likely campus targets, but a good starting and generic list includes:

- Stadiums
- Residence Halls
- President’s Office
- Student Center
- Large Classroom Buildings
- Laboratories
- Jewish Centers
- Military Science/ROTC Buildings
- Agricultural Centers
- Dining Halls
- Special Events (concerts, sporting events, graduations, controversial speaking events, government recruiting sites, etc.).

After a list has been developed, the campus can develop a strategy for protecting these sites. Funding should also be tied to such a plan, as well as a deferred maintenance program which includes security enhancements.

Campus officials must assess the sites or events to determine gaps and vulnerabilities, and then develop a mechanism for closing the identified shortcomings. Aggressive campus plans will develop the most likely and most catastrophic natural and manmade crises with a corresponding protective action plan to counter such threats. When a threat has been identified, campuses must be ready to act – not start planning. Plans will change as events unfold, but campus officials and first-responders-on-scene must be well underway with their preventive and responsive actions as a situation begins to unfold. Otherwise, a chaotic situation turns catastrophic.

3. Relationship Building and Incident Command: Relationship building must go beyond the campus. The time to meet local first responders, crisis and emergency management

personnel and homeland security professionals is not at the scene of a chaotic and tragic event. It is highly valuable for campus officials to build close relationships with local first responders, emergency managers, homeland security professionals and other agencies such as the Federal Bureau of Investigation. It is very important that these relationships are created in advance of an emergency situation. Knowing whom to rely on for what is information that can often save lives in emergency situations.

Managing a major response to an emergency is most successful when there is effective coordination between campus police, local, state, and federal responders. The U.S. National Response Team (NRT) and Regional Response Teams (RRTs) “endorse the use of the Incident Command System (ICS) and Unified Command System (UCS)” (<http://www.osha.gov/SLTC/etools/ics/about.html>) for emergency situations. ICS is a management concept that aids first responders to create an integrated organizational structure to meet the challenges of any incident. The system ensures that jurisdictional boundaries are met by each entity participating in the response effort and addresses problems in communication, lines of authority and coordinated planning among different response agencies. The typical structure for an ICS can be found on the U.S. Department of Labor Occupational Safety and Health Administration website (www.osha.gov) and is diagrammed below:

In some situations it is better to use a Unified Command System (UCS) rather than an Incident Command System (ICS). It is best to use a UCS when the response effort incorporates multiple jurisdictions by geographical boundaries, governmental levels (state, federal), functional responsibilities, or statutory responsibilities. A UCS ensures that each entity at the scene plays its own jurisdictional roles by fusing together Incident Commanders from all organizations involved in order to coordinate the best response.

Campus officials must understand how they would fit into the ICS/UCS in the event of a natural or terrorist tragedy on campus. Campus leaders must understand that they may not be the immediate decision maker during an emergency on campus. Furthermore, the campus person(s) assigned to the ICS/UCS will likely vary depending on the specific situation. Finally, this person may not be an executive member of the campus staff, but more likely the person who can offer the most help to mitigate or help recover from a tragic situation. Campus police leaders, physical plant engineers, housing professionals, etc. may be the person asked to join the ICS/UCS rather than the vice presidents or deans. The key to building a successful ICS/UCS is planning and exercising all aspects of the system so that responders can understand their roles and responsibilities within the system. Practicing different incident scenarios will help create a more effective ICS/UCS and will help responders learn to work to-

gether and feel more comfortable with managing future crises.

- 4. **Training:** Determining the type of training is only half of the battle. The laundry list of possible campus crises suggests a good training starting point; the other half is to determine who should undergo training. It would be easy simply to train campus public safety officials, but it is equally important to train other important campus leaders, including faculty and staff. Training student affairs professionals and student leaders may be the most important component of a comprehensive training plan. Training plans must be based on the threat, risk and vulnerabilities. If the main threat on campus is tornadoes during the early part of the fall semester, then it only makes sense that detailed training on that type of disaster would be included in resident assistant training before students arrived back on campus. Campuses with Level 1 or 2 Research Labs must have trained hazmat workers and leaders trained in shelter-in-place and evacuation procedures. Campuses with a high-risk student behavior, such as drinking, must be trained in such associated consequences.

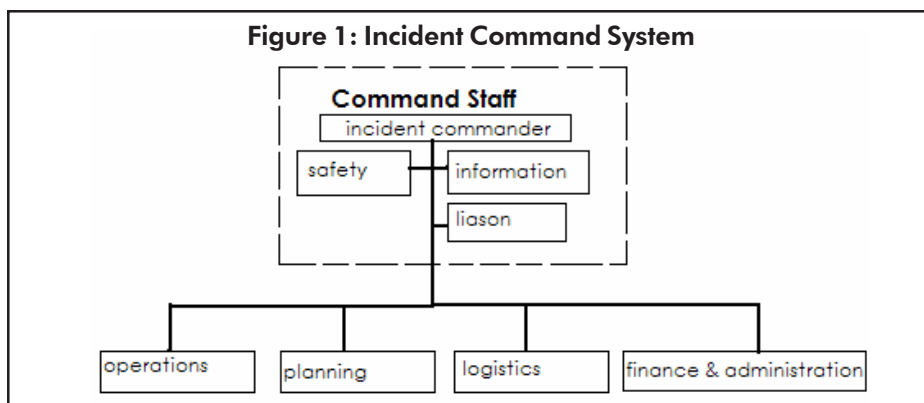
Training must also be conducted in a variety of settings. Although some of the institutional elite may consider “training” beneath their educational mission, some of the more progressive campuses have incorporated personal and life safety programs into an infused academic program. As the “general public” and “critical mass” of an institution, these campuses have learned to empower the most important community in their overall environment.

Training must be comprehensive and ongoing, and its strategy and implementation requires more in-depth discussion.

- 5. **Exercises:** Experience and data show that exercises are the most practical, efficient and cost-effective way to prepare for disasters and crises. There

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Figure 1: Incident Command System



Knock Off the Dust – Now What?

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are two principal benefits of developing an aggressive exercise program. First, people practice their role and gain proficiency in the crisis management plan. Second, the coordination among campus officials and local emergency response agencies will be improved. These benefits arise not from exercising alone, but from evaluating the exercise and acting upon these results.

Planning an exercise should begin with a pre-exercise preparation by conducting a site survey for each facility, preparing an emergency operating plan in accordance with the local public safety agencies, and securing approval by the local emergency management agency. The planning should continue by familiarizing employees with the emergency operating plan and its procedures. The training also should include instructing all personnel about the location of an evacuation area, safety area, and family reunification areas.

There are five types of exercises that can be conducted to plan for an emergency: orientation, drill, tabletop, functional and full-scale.

An **orientation** is to help individuals become familiar with a new plan or procedure. Conducting an orientation is relatively easy and serves the dual purposes of familiarization and motivation. A **drill** is an activity that tests, develops or maintains skills in a single emergency response procedure (i.e., tornado drill, fire drill, evacuation drill, etc.). A drill usually involves actual field response of emergency communications capability and the equipment that would be used in a real emergency. **Tabletop** exercise is a low stress meeting involving varied scenarios. It is designed to encourage discussion using problem-solving and coordination. The level of group participation largely measures its success. The tabletop exercise allows problems to be tackled one at a time and worked through as the need arises. The **functional** exercise simulates a

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disaster in the most realistic manner possible, short of moving people and equipment to an actual site. Functional exercises are very complicated and require the most time to design because all actions are simulated. This type of exercise assesses the direction and control of disaster management, adequacy of plans for individual or multiple functions, individual and system performance, communication sharing among agencies, allocation of resources and manpower, and overall adequacy of resources to meet the disaster situation. A **full scale** exercise is intended to evaluate the operational capability of emergency management systems in an interactive manner over a substantial period of time. It involves the testing of a major portion of the basic elements existing within emergency operation plans and organization in a stressful environment. This type of exercise involves the mobilization of personnel and resources and the actual movement of emergency workers, equipment and resources required to demonstrate coordination and response capability. Props, victims, and evaluators will add realism to the scenario.

- 6. Technological Enhancement:** Incorporating technological tools into emergency situations can vastly aid first responders and make their jobs easier. Tools such as MapStudio (which is a Geographical Information System software tool) visualize the crisis center giving responders an interactive map and an operational view of the crisis site. GIS tools are specifically important for determining the scale of an emergency, establishing mitigation/protection plans, estimating the rate of progress if a chemical/biological attack has occurred, and providing an accurate damage assessment. MapStudio for Homeland Security gives “crisis management centers the ability to create a common operational view with accurate street data, imagery, census data, and real-time weather” (<http://www.esri.com/soft->

[ware/arcwebservices/mapstudio-hls/index.html](http://www.esri.com/soft-ware/arcwebservices/mapstudio-hls/index.html)). The software creates an operational view of the site allowing responders to access maps of the emergency location and allows them to input data points detailing critical sites, hazards, assets and places where incidents have occurred to give all responders real time information on what is happening on the ground. The tool can be invaluable when time is of the essence in an emergency and should be incorporated into all large scale response efforts.

Most members of a campus community agree that having a comprehensive emergency action plan in place is an important asset. Indeed, many members of the community are willing to blame the lack of a good plan for all attendant problems that accompany a crisis – even to the point of blaming emergency planners that the crisis occurred at all. However, merely having a plan accomplishes next to nothing. Actively creating a plan is better than simply having one, because the people involved have thought the process through and opened important channels of communication that can be leveraged during a crisis.

It is through actively *using* the emergency action plan that a campus can minimize damage to its people, property and programs. Good stewardship by emergency planners includes ongoing evaluation, continual assessment of key resources and assets, building critical communication channels and relationships with crisis managers and undergoing regular training to maintain the expertise of on-site personnel. It will help everyone weather the storm just a little better.

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About the Authors

Andy Altizer is the Critical Infrastructure Program Manager with the Terror-

ism Division of the Georgia Office of Homeland Security. Shortly after 9-11, he returned to the active Army serving as an Inspector General in Afghanistan, Kuwait and the United States. He also has worked on five college campuses, including serving as the Assistant Dean of Community Life at Oglethorpe University. Altizer has a BS in criminal justice from Truman State University and an MA in educational administration from the University of Missouri.

Roby Hill has more than 15 years' experience in the communications industry, including as a sportswriter for the Marietta Daily Journal, in several positions at Oglethorpe University (including director of alumni activities, director of publications and director of public relations), as account supervisor at GCI Group (Top Ten global public relations agency) and as public relations manager for Emory Hospitals. Currently, he is principal for Gestalt Marketing & Public Relations, a consultancy that includes serving as communications coordinator for the Flour Fortification Initiative, a network of more than 50 organizations on six continents.

Erum Jilani is a recent graduate from the Georgia Institute of Technology with a bachelor's and master's degree in International Affairs. She is currently a Critical Infrastructure Research Specialist with the Terrorism Division of the Georgia Office of Homeland Security.

Keith Sumas is assigned to the Metro Atlanta School Systems as a Coordinator with the Georgia Office of Homeland Security School Safety Unit. He has over 10 years of experience in a public safety capacity that includes law enforcement, security, and emergency management. Currently, he also serves on the Critical Infrastructure Assessment Team and Red Cell Operation Team for the State of Georgia. Recently, Keith completed a master's degree in Public Administration from Columbus State University. He has a BS in Sports Administration from the University of Southern Mississippi.

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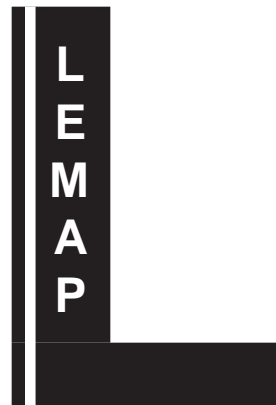
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KEYkatcher

By Daniel J. Werner, Kenyon College

If there is one thing that remains consistent about working in higher education security, it is the element of surprise. When we get to the office in the morning, we never know what new and exciting experiences we will face by day's end.

The first time I saw a KEYkatcher, I had no idea what it was or what it did. I thought that it was probably a computer accessory, but that was about as far as my investigative skills would take me, without help anyway.

The device had been found on a computer in a common lab in the library. According to Steve Allen, of Allen Concepts Inc. in Chandler, Arizona, the creator of the KEYkatcher, there are many different applications for the product. "The purpose is wide ranging," Allen said. "People are always coming up with new uses for it. One person told me that it was being used in the medical field in the study of Carpel Tunnel Syndrome, keeping track of how many keys had been typed."

The KEYkatcher comes in various memory capacities, 32k, 64k and 128k. Our introduction to the recording device appeared to have a nefarious purpose. The student who had found it attached

While the uses for the KEYkatcher seem limited only by the imagination of those purchasing the device, Allen, who has a background in microcontrollers and a degree in electrical engineering, said that monitoring was the initial reason for development.

to the computer between the keyboard and the hard drive was convinced that someone was attempting to steal his research. While regardless of the product, there is always the potential for misuse. Allen explained how he came up with the logging device. "I was always a bit mischievous in the office. I thought that it would be cool to be able to put something on a computer that would be something that would cause things to pop up on the screen without the user knowing why."

Allen said that he carried this idea home with him in the evening. "I told my wife about this and she asked me if this could record something and I told her that I thought it could. She asked me how much and I told her a lot." Allen's wife told him that equipment like this would be great for monitoring activity on a computer.

While the uses for the KEYkatcher seem limited only by the imagination of those purchasing the device, Allen, who has a background in microcontrollers and a degree in electrical engineering, said

that monitoring was the initial reason for development. "Parents use it to watch what children are doing on the computer. Small business owners that may not want to hire an I.T. person can use this to see if an employee is misusing the computer."

How does it record? It gets its power from the keyboard cable. Every time something is typed, that information is stored in the KEYkatcher memory. It starts recording as soon as it is plugged in. The product can be used in an IBM personal computer, but is not compatible with the Macintosh. "Your computer thinks that you first typed the menu that is why we do not need a driver or software." Allen explained.

When the user receives the device there is a default password, keykatch. The purchaser can change this. When asked if he had any complaints about misuse of the product, Allen said, "We have had a bit of it, and it seems to be in the schools. Maybe they have seen *Ferris Bubler's Day Off* too many times."

Once the KEYkatcher has been attached to a computer, every key stroke is recorded for later retrieval. You can learn more about the KEYkatcher by contacting Allen Concepts, Inc.

About the Author

Daniel J. Werner is the Director of the Office of Security & Safety at Kenyon College in Gambier, Ohio.

If there is one thing that remains consistent about working in higher education security, it is the element of surprise.

The Distance from Probable Cause to Reasonable Doubt

By Ralph Avery, Northeastern University

On a wet December morning I reported for jury duty as required, expecting to be out of the courthouse by 2:00 p.m., and perhaps even earlier. With 33 years' experience in campus law enforcement, I figured I had the proverbial snowball's chance in hell of being selected; and I planned to finish my Christmas shopping if time permitted in the afternoon. However, the court had other plans for me, and some 36 hours later I would be putting into practice a concept I had only thought about or discussed in theoretical terms — reasonable doubt. Additionally, some important lessons about investigations and giving testimony came from this experience, and I'll share these with you.

The Players: When my jury card number was called to meet with the judge, I was absolutely astounded! Then, when I arrived at the bench, the judge said he noted on my juror's questionnaire that I had been a police officer, and I remarked that I still am a police officer. He asked if I could make a determination of guilt or innocence based solely on the facts presented at trial, and I responded that I thought I could. The defense attorney and prosecutor both said they had no problems with me, so the judge told me to go sit in the jury box. Joining me were two young women, one a nurse and one a college student; three middle-aged women, all mothers who worked; and a retired postal worker we'll call Joe. Because he had been assigned to seat #1, closest to the judge, the judge tapped Joe to be the jury foreman. During his opening remarks, the judge said one of

With 33 years experience in campus law enforcement, I figured I had the proverbial "snowball's chance in hell" of being selected; and I planned to finish my Christmas shopping if time permitted in the afternoon.

us would be an "alternate," but that would not be decided until the end of the trial, thereby keeping everyone's attention focused on the testimony and evidence.

The prosecutor was a soft-spoken young woman, the defense attorney was a rather forceful middle-aged man, and the judge was a middle-aged man who spoke quietly but with some degree of authority. The defendant was a 25-year-old man who had been charged with motor vehicle homicide and several other charges related to reckless driving.

The Opening: After selecting a jury foreman, the judge explained all the charges to the jury, including all the elements of each charge. The common element in each charge was "operation," and that would turn out to be the central issue in the trial. The judge then turned it over to the prosecutor. She gave us an overview of the incident, and told us that we would hear testimony about the accident from several officers, and that we would hear that the defendant was the driver and was guilty as charged. The defense attorney took his turn to say that he and his client agreed with 99 percent of the prosecution's case — the chase,

the accident, and even that the defendant had made some statements to the police. However, he said, the defendant was *not* the driver, and was therefore innocent of all the charges against him. In fact, he said we would hear evidence from an expert witness that the defendant could not have been the driver.

The Incident: At about 5:00 a.m. on the morning of July 5, 2004, a police officer tried to stop a driver after seeing him drive through a red light. The driver sped off with the police officer in pursuit and with speeds exceeding 60 or 70 miles per hour. The officer later testified that the vehicle was "weaving all over the road," and at one point it almost hit another police cruiser that had stopped in the oncoming lane to block traffic. The officer said he was losing ground, and after coming over a rise, he saw that the vehicle he was chasing had crashed into a telephone pole going around a corner. Upon arrival at the crash site, the officer and the second officer saw that both occupants had been thrown out of the vehicle, one landing next to a retaining wall near a building, and the other (the defendant) lying at the edge of the road. The young man by the wall appeared to be dead; but the defendant was alert and trying to get up. The officers repeatedly told him to "be still" because an ambulance was on the way. He kept trying to get up, asking about his friend, "Jeremy," and at one point he said he, himself, had been driving the car. A short time later, the

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ambulance arrived and took the defendant to a local hospital, and the other man was pronounced dead and left at the scene until pictures and measurements could be taken. The State Police were summoned to send an accident reconstructionist, and the area was secured by the local officers. About two hours after the accident, the officer who had been chasing the car went to the hospital to speak to the defendant and to get the complete identity of the other man since he had no identification on him. The officer went into the emergency room, found the defendant, and asked for "Jeremy's" name and address. The officer testified that the defendant was in a hospital bed in a curtained room in the ER with "some tubes in his arms." He said the defendant gave him the information he needed, and that the defendant said again that he had been driving and was sorry about what had happened to his friend.

The Trial: The trial opened with the officer who had initially chased the car as the first witness. He was dressed professionally in his uniform, and he spoke confidently. He explained how the chase had started, where it went, what he had seen, and what he had heard the defendant say. He said he could not identify the driver during the chase, nor could he tell who the driver was based on who was thrown out of the car when it crashed. When asked about the lighting conditions at that time of the morning, he said the sun was coming up, so it was "light enough to see, but not yet completely daylight."

Then the second officer involved in the incident testified. He was dressed in his police uniform; but he kept his coat on with the collar up, presenting a much less professional appearance than the first officer. During his testimony, he smiled continually. He said that during the pursuit, he had stopped the traffic in the oncoming lane as the car being chased and the cruiser approached him. When they passed him, he joined the pursuit. Upon arrival at the crash scene, he had checked Jeremy and believed he was dead. He then joined the other officer trying to keep the defendant from getting up; but the officer did not testify that he had heard

The last prosecution witness was the coroner who talked about his autopsy, saying that Jeremy had died of "multiple internal injuries" caused by the accident.

the defendant say he had been driving the car. This officer's testimony seemed vague and my impression was that he had not reviewed the incident reports prior to testifying. For instance, when asked about the lighting conditions that morning, he said it was "sort of light, but sort of dark." Later, the prosecutor told the officer we had already heard testimony that the car being chased almost hit his cruiser, and she asked how close it came to hitting him. The officer responded that "it was hard to tell because the car was going pretty fast." She then asked, "How fast," and the officer said he "really couldn't tell."

The third witness was a State Police accident reconstructionist who had arrived at the scene about 2 hours after the accident. He explained how he and a colleague had taken measurements, mapped and drawn the scene; and how he had directed his assistant to take pictures of the scene, including the telephone pole that had been hit and the car, particularly the driver's side of the car which had hit the pole. Pictures were also taken of Jeremy, where he had landed and of the scene as a whole. The trooper then helped us understand how he had concluded the car lost control going around a right hand corner "in excess of 62 mph," how it hit the pole just behind the driver's side door, and then spun counter-clockwise around the pole coming to rest some 32 feet from the pole. Jeremy had landed near the car's resting place, and the defendant had landed about 20 feet from the pole. When asked by the prosecutor, the trooper said he believed the defendant was the driver because he had told the other officers he was. He said he believed Jeremy was the passenger because he was covered in dirt that had been thrown up when the car crashed against the pole, and the trooper had seen scrape marks across the hood of the car where

Jeremy had been thrown through the front windshield. When pressed by the defense attorney, the trooper admitted his investigation was primarily intended to reconstruct the accident itself, and was not intended to find evidence related to the operator. Additionally, when asked if there were any pictures showing the scrape marks across the hood he had described, the trooper admitted there were none showing that evidence. As part of his testimony, the prosecutor introduced his diagram of the accident scene as well as the pictures taken at the scene. The trooper wore a suit, was very professional in his tone and manner, spoke in neutral way, and answered questions directly and politely.

A civilian witness who had been in a nearby convenience store testified he had heard the sirens and saw a "cloud of dust" when the crash occurred, but he could not say who had been driving or who had been the passenger.

The last prosecution witness was the coroner who talked about his autopsy, saying that Jeremy had died of "multiple internal injuries" caused by the accident. His testimony was fairly technical and a few pictures he had taken during the autopsy were introduced into evidence.

The defense attorney called only one witness, a private accident reconstruction expert. This man explained that he had examined all the pictures and charts made

The prosecutor tried to get the witness to change his story, but he repeated that it was "scientifically, the most likely" scenario.

by the State Police, had read all the police reports, and had personally seen the car where it was being stored. He, too, had taken some pictures of the car that were introduced as evidence. He explained Newtonian physics to the jury, and explained that in his opinion, it was "most likely" that Jeremy, not the defendant, had been the driver. His opinion,

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he said, was based on the fact that the first person to be thrown out of the driver's door (which had been thrown open by the crash) would have been the driver who would have been thrown in the direction the door was facing at the time of impact. Since Jeremy had landed in a direct line with this theory, he believed Jeremy had been the driver. He said the defendant would have been the second person thrown out of the car, landing where he did because the car was spinning around the pole after the car hit it. The prosecutor tried to get the witness to change his story, but he repeated that it was "scientifically, the most likely" scenario.

The defendant did not testify.

The Closing Statements: The defense attorney reviewed the evidence with the jury, asking us to make our decision based primarily on the "scientific evidence," specifically, the theory provided by his expert witness. He also talked about the fact that after the accident, his client was confused and hurt; and at the hospital, he had been put on medications — he obviously wasn't thinking clearly or making accurate statements. Reminding us that he and the defendant agreed with most of the trial testimony, the at-

Our deliberations lasted about 45 minutes or so, and in the end, we all had the same basic point of view. We all believed the defendant "did it," because it seemed unlikely a person would admit driving the car unless he had. However, it was possible he was confused when he spoke; and there was no "evidence," other than his statement, to show he was the driver.

torney told us he had presented expert testimony that contradicted the assertions made by the State. This was, he said, "reasonable doubt" that his client was driving, and we therefore had to find him innocent of the charges against him.

"Use your common sense," the prosecutor told us. The defendant admitted twice that he was the driver, and it seemed "convenient" that he would now recant his earlier statements. She repeated this several times, asking the jury to think about what the defendant had said, what the State Police Trooper believed, and that a young man had died due to the defendant's reckless actions. He should be found guilty, she urged.

The Judge's Charge: The next 45 minutes or so was taken up with the judge explaining each of the charges again, including each of the elements needed to support the charge. He also gave us a primer on the concept of "reasonable doubt," and explained that under the law if we had reasonable doubt, we had to find the defendant not guilty. The "alternate" juror was then selected by lottery, the judge told us to go to the jury room to conduct our deliberations, and we left the courtroom.

Deliberations: The alternate juror was put in a separate room and she did not participate in any of the deliberations or the verdict. Not sure exactly where to begin, we decided to review all the evidence, so we looked at all the pictures, went over the diagram of the accident scene, and talked about the testimony. I wasn't convinced that Jeremy had to be the driver, and using a paperclip holder (the car) and pencil (the pole) I found in the room, I tried to reenact the accident as best I could. We all took part in my show and tell; but in the end, it was basically inconclusive. The officers' testimony boiled down to the fact that the defendant had admitted driving the car, but there was no physical evidence, including that gathered by the State Police Trooper, that he was, indeed, the driver. Bumping into that evidence was, of course, the "scientific" evidence provided by the expert witness. According to him, Jeremy was the driver and his view certainly made some sense and was plausible.

Our deliberations lasted about 45 minutes or so, and in the end, we all had the same basic point of view. We all believed the defendant "did it," because it seemed unlikely a person would admit driving the car unless he had. However, it was possible he was confused when he spoke; and there was no "evidence," other than his statement, to show he was the driver. In fact, any such evidence showed that Jeremy was "most likely" the driver, not the defendant. That was "reasonable doubt," and we followed the law, finding the defendant not guilty.

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The Judge's Visit: After the verdict was read, the jury met privately with the judge and he asked us how we had reached our verdict. We told him, and he commended us on following the law as we had. He said he had come to the same conclusion. The police certainly had probable cause to arrest and charge the defendant, but the State had failed to prove he was guilty beyond a reasonable doubt.

Lessons Learned: It is impossible for me to know what evidence was omitted because it had been deemed inadmissible by the judge or because it just wasn't considered. However, the police should have tried to gather some evidence that the defendant was the driver of the car. That issue, alone, was central to this case; and taking fingerprints from the steering wheel or door or taking pictures of the scrape marks the trooper said he saw might have led the jury to a different conclusion. What I believe happened is that when the defendant admitted driving the car, the two initial officers on the scene

Officers should always present a good appearance in all respects when testifying in court. Two of the three officers who testified looked and acted professionally. The third was not only a bit sloppy in his appearance, but his testimony was extremely poor.

forgot about getting any evidence to corroborate his statement. A conviction was a slam dunk in their minds. Later, when the trooper arrived at the scene, he probably asked and was told that the dead person was the passenger and the driver was at the hospital. He, too, did not try to gather any evidence to support the admissions made by the defendant. Admissions and confessions must not stand alone. Officers should always pursue physical or additional testimonial evidence to corroborate a suspect's statements, lest

the suspect changes his tune in court as he did here.

Officers should always present a good appearance in all respects when testifying in court. Two of the three officers who testified looked and acted professionally. The third was not only a bit sloppy in his appearance, but his testimony was extremely poor. The officers who presented themselves well in appearance and in their responses seemed to be believed. During deliberations, one juror angrily said she got the impression the second officer to testify "wasn't taking this seriously" because he kept smiling; and another juror said his testimony was so vague she wasn't sure he was being truthful. The way officers dress for court and the way they answer questions have an impact on the judge and particularly on a jury. Dress professionally, use a neutral but assertive voice, be polite and not argumentative, and provide as much detail as needed to answer the questions asked.

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OMA will operate extended days and hours for ***The Art of the Motorcycle*** exhibition from January to July 2006. The Art of the Motorcycle explores the motorcycle as both cultural icon and design achievement and offers a thought-provoking challenge to conventional assumptions about art and popular culture in the modern age. Showcasing 80 historic and contemporary motorcycles, each exceptional example was selected based upon criteria that considered technical innovation, aesthetic excellence and cultural significance. The exhibition chronicles the most compelling moments in the evolution of motorcycle design and places these developments in a cultural context. www.omart.org

When was the last time you sat in an electric chair, shot a real police handgun, or flew 130 miles per hour in a helicopter? Don't remember? Put a little spice into your trip and create some new memories at the ***American Police Hall of Fame***. The Space Coast's newest attraction is home to thousands of artifacts and displays. Check out the crime scene then dash over to the forensics area and discover the who, what, when, and where of police investigation work. Make sure you're not carrying any "phony money" in the counterfeit exhibit and be sure to bring along a camera. www.aphf.org

Pirate's Dinner Adventure is a dinner show attraction that puts you and your family right in the middle of all of the swashbuckling action. This Broadway-quality show is presented on an enormous, fully-rigged pirate's galleon — the perfect backdrop for action, romance, and comedy. www.piratesdinneradventure.com

The weird and wacky ***Ripley's Believe It or Not!*** "Odditorium" looks

like it's falling into a Florida sinkhole, but if you think the building looks bizarre, wait until you see what's inside. Hundreds of fascinating, outrageous, and interactive exhibits entertain the entire family. Explore an unbelievable variety of artifacts, exhibits and displays in 16 unique galleries that pay tribute to the odd and bizarre. Marvel at the collection of weird and unusual relics and rare treasures. The Odditorium showcases an actual human shrunken head, an exciting dinosaur exhibit, an Egyptian mummy, a tribute to Robert Wadlow—the World's Tallest Man, a two-headed calf, an interactive illusions gallery, a 10-foot section of the Berlin Wall, and a Rolls Royce made from more than one million match sticks. Cameras and camcorders are welcome on your self-guided, self-paced tour. www.ripleysorlando.com

Enjoy a relaxing one-hour narrated ***Scenic Boat Tour*** through twelve miles of Winter Park's tranquil lakes and canals. Every tour guarantees plenty of swaying palms, towering cypress trees, lush ferns, and flourishing subtropical flowers. Float by the Kraft Azalea Gardens, Isle of Sicily, opulent private homes, and exquisite estates sprawling along the shores. You might see cranes swooping waterside to snag a large fish or a lazy alligator lounging on a nearby bank. The occasional water skier or racing shell from nearby Rollins College glides past. The Scenic



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Boat Tour dock is at the east end of Morse Boulevard on Lake Osceola, less than 5 minutes from Park Avenue, Central Florida's popular upscale shopping district. www.scenicboattours.com



Orlando from A to Z

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Orlando's only upside-down attraction, **WonderWorks** is an amusement park for the mind featuring over one hundred interactive exhibits for people of all ages. Be blown away by 65 mile-per-hour winds, get shaken by a simulated 5.3 degree earthquake, virtually swim with sharks, be elevated on a bed of 3,500 nails, make a 3-D impression of your entire body, measure the speed of your pitch to a famous baseball player, design and ride your own roller coaster moving 360 degrees in any direction, and engage in a one-on-one game of virtual basketball with a seven-foot player. Your imagination can run wild at WonderWorks. www.wonderworksonline.com

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venomous reptiles and non-venomous snakes, lizards and frogs in the Herpetarium. See new animals like the rare Puerto Rican crested toads, endangered Amur leopards, venomous king cobra and colorful hyacinth macaws. The recently transformed Butterfly Sensory Garden incorporates touch, look, listen and smell stations, contrasting human and insect senses. www.centralfloridazoo.org/

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PU for MITI

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The Distance from Probable Cause to Reasonable Doubt

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During one of the breaks the jury had during the trial, three of the women talked about interactions they or their friends had had with the police. These were not pleasant encounters, and in each of these cases, the women said they felt that "cops stick together," "they will say anything," and that they abuse their authority in too many instances. While it is impossible for me to tell how much these views weighed on their final decision, I can say that the interactions these women described could not have helped the prosecution's case. Officers need to appreciate that if they are perceived in negative ways, that stigma may impact other dealings they or other officers have. I understand that some negative feelings are generated based simply on the type of work we do, but all police officers need to do as much "positive" work as possible in their communities to mitigate negative images and views others have of them and police officers everywhere.

Epilogue: I would not have guessed that I would ever be picked to serve on a jury or that I would likely find a defendant not guilty. However, I truly enjoyed the chance to do my civic duty, and this experience has helped me to better appreciate the distance between probable cause and reasonable doubt. Acting professionally in all circumstances, and investigating incidents as thoroughly as possible are the best ways to reach that very high standard.

About the Author

Ralph Avery has over 33 years of experience in campus law enforcement, having worked as a patrol officer, supervisor and manager. From 1991-2002, he worked as the Director of Public Safety for Wheaton College in Massachusetts, and he is currently the supervisor of the Administrative Services Unit of the Northeastern University Public Safety Division. He has a master's degree in Criminal Justice from Northeastern University.

Acting professionally in all circumstances, and investigating incidents as thoroughly as possible are the best ways to reach that very high standard.

President's Message

Continued from page 2

ronmental safety and the fire service. Students also liked the hands-on experience they received through a simulation exercise that involved setting up a Command Post and taking part in a critical incident scenario using a model campus simulator. The simulation exercise gave the students a chance to apply what they learned in a realistic setting.

The courses delivered at UNLV and the University of Maryland were the first offered by a group of 16 instructors who were trained last October and December. About 30 instructor candidates attended the three-day class they were being trained to deliver in October 2005 and 16 were selected to attend a rigorous two-week train the trainer class in December.

During their first delivery of the ICS class, the instructors worked in teams of four under the watchful eyes of master instructors from BowMac Educational Services, IACLEA's curriculum developer for the course. The BowMac instructors offered daily debriefings to the instructors after each day's class.

IACLEA is organizing a second ICS instructor training class, which will take place at the University of Nevada, Las Vegas, April 19-21, 2006. IACLEA put out a Call for Nominations for ICS instructor

candidates in January and received a strong response. Close to 30 nomination forms were received, coupled with another 25 from a similar call put out last summer. An ad hoc Domestic Preparedness Committee group selected about 25 to attend the April class in Las Vegas. Sixteen will be invited to attend a two-week train the trainer program May 15-26 at the National Conference Center in Lansdowne, Virginia.

Another significant development concerning IACLEA's homeland security grant is an upcoming session scheduled for March 21-22, 2006 in Lake Charles, Louisiana. Co-sponsored by IACLEA, the Federal Bureau of Investigation, and the U.S. Department of Homeland Security, the session is intended to identify lessons learned by campus public safety departments from the Gulf Coast in the aftermath of Hurricanes Katrina and Rita. About a dozen campus public safety leaders from colleges and universities in Louisiana, Mississippi, and Alabama have been invited to attend and to share their experiences about lessons that could be applied to a potential terrorist event, which might have similar challenges. The host institution is McNeese State University and Police Chief David Benada has been extremely helpful with the arrangements for this meeting.

**American
Whistle defense
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- Clergy Act Compliance
- Crime Prevention Programs
- Residence Hall Security Measures
- Development/Review of Procedures
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