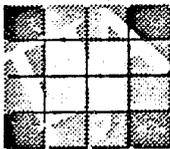


RISS 2000

A SPECIAL REPORT
from the Project Directors of the
Regional Information Sharing Systems Projects
Addressing
Program Directions in the 1990's

NOVEMBER 1991



Publication Funded by
Bureau of Justice Assistance

Office of Justice Programs  U.S. Department of Justice

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137054

**U.S. Department of Justice
National Institute of Justice**

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NOVEMBER 1991

**Bureau of Justice Assistance
Regional Information Sharing Systems Program
RISS Project Directors Association**

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INTRODUCTION: THE RISS PROGRAM IN 1990

The six project regions of the Regional Information Sharing Systems (RISS) Program operate in all fifty states, enhancing the ability of local, state, and federal criminal justice agencies to combat multijurisdictional crimes, criminals, and criminal activities. RISS projects tailor their operational support services, which include criminal information sharing and exchange, intelligence and case analysis, telecommunications, purchase of information and evidence, specialized investigative equipment, technical assistance, and training, to support their members' response to multijurisdictional crimes. Each RISS region has an established law enforcement membership, a membership provided database of criminal information, an oversight group (policy board or executive committee), and a professional staff headed by a project director.

Each project operates primarily through federal grant funding received annually. Federal funding of the RISS Program commenced in 1974, and the projects have continued to operate from year-to-year, focusing their resources and efforts on multijurisdictional criminal activities occurring which transcend state and local boundaries. The projects have established formal planning activities for budgeting, setting goals and objectives, and developing strategies to accomplish goals and objectives. Given the practical realities of year-to-year funding, RISS planning has often been directed more toward short range goals rather than the development of long range missions or formal planning mechanisms to assess future requirements.

Planning for the Future

In 1990, the RISS Project Directors Association, at the direction of the Bureau of Justice Assistance (BJA) and with the staff support of the Institute for Intergovernmental Research (IIR), adopted as a mission the formal study of the role of the RISS Program in meeting the law enforcement needs of their members in the 1990's, to the year 2000, and beyond. The project directors held a special meeting devoted exclusively to this study (entitled "RISS 2000"), assigned topics to special subcommittees, solicited direction from selected member agencies, and continued to address study issues at their regular quarterly meetings throughout 1990. This Special Report summarizes those efforts.

Adopting an Ongoing Style of Operation

One major initial recognition by the project directors was that while the Program is funded on a year-to-year basis the RISS projects have in actuality been institutionalized as an ongoing federal program. As such, a management system more in keeping with regular ongoing agencies of government was believed to be the most appropriate style of operation. The projects already have in place many policies and procedures essential to institutionalized management; however, additional efforts are being undertaken to formalize the structure and use of these procedures. Accordingly, the Bureau of Justice Assistance has revised the RISS Program Guideline to require the projects to include the following documentation with their annual grant proposals, in order to provide information necessary for review of an ongoing agency style-of-operation:

- Summary of historical project developments that identifies member needs;
- Formalized three-to-five year project management and operations plan, with emphasis on management information systems;
- Project goals and objectives established on a three-to-five year basis;
- Budget requirements for achieving long range goals and objectives;
- Specific justification for personnel changes, management information system changes, and purchases of equipment;
- Workload measures related to proposed budget increases;
- Updated training plans which identify member training needs, and evaluation of training provided; and
- Updated policies for equipment use by members and project employees.

Personnel Management Policies

Another immediate response to the special study related to project personnel policies. The projects are required by the RISS Program Guideline to develop and submit all policies to BJA for approval. Personnel policies on the project level, however, vary depending upon their grantee/project relationships. As part of the long range planning and review

process, BJA Program Management has requested that each project submit its personnel management policies in the following areas with its grant application, on an annual basis:

- Position advertisement and selection process;
- Job descriptions and position qualifications;
- Equal Employment Opportunity (EEO) requirements;
- Personnel performance evaluation process and productivity standards; and
- Personnel time and leave policies and internal controls.

Additionally, BJA Program Management encouraged the establishment of career and in-service training and education programs for project management staff, and the development of self-assessment mechanisms to assure compliance with existing project personnel policies.

BACKGROUND: RISS 2000

The RISS 2000 special study was undertaken to enhance the ability of the RISS projects to successfully meet future requirements. The project directors were asked to visualize the RISS Program and intelligence and information sharing needs of law enforcement in the year 2000, and thus determine appropriate RISS responses to those needs during the 1990's. It was generally concluded by the project directors that changes already occurring in criminal activity patterns, police organization responses, information technology, and federal, state, and local budgets and priorities will continue to impact their current memberships, member participation, service needs and capabilities, and RISS project management throughout the 1990's.

To enhance RISS project capabilities and anticipate member law enforcement needs, RISS management broadly addressed service delivery issues as well as the efficacy of program and project administration. The discussion and recommendations regarding these issues are contained in the next chapter.

CONSIDERING THE FUTURE

The RISS project directors addressed changes the future might bring to the current project service components: information sharing, analysis, training, investigative equipment, technical assistance (including field staff), and publications. Next to be assessed was what the future might hold for the administrative components of the RISS Program — project oversight, membership, and staff — and management responsibilities for funding and leadership. The discussions on each topic are summarized below and are followed by the project directors' recommendations.

SERVICE DELIVERY

The project directors anticipate dramatic future changes in project information sharing systems and the manner in which projects deliver their many services. Automation and technology developments and advances will enhance project capabilities to support greater member needs.

Information Sharing

The project directors discussed the need to more fully automate database submission and inquiry processes. Many member agencies currently have available the technical capability to submit subject records and inquiries directly to project databases from remote terminals, along with the technical capability for providing necessary security and audit trail requirements. Other means of automating the data entry process are also available as a result of technical advances, such as scanners for hard copy forms and records. BJA authorization would, of course, be necessary to allow implementation of such processes.

The project directors foresee the eventual implementation of direct computer contact by members with major project databases for inquiry response. Program policy changes are needed to enable project staff to receive inquiries and search the project database from a single workstation, then connect directly to databases such as motor vehicle records, criminal history records, National Crime Information Center (NCIC), National Law Enforcement Telecommunications System (NLETS), public utilities, and public information services.

Revisions to RISS Program policy and Criminal Intelligence Systems Operating Policies (28 CFR 23), now in process, will provide the projects with more specific guidelines concerning receipt, storage, access, dissemination, and maintenance of criminal intelligence information. The project directors anticipate that revisions allowing projects to establish crime specific databases in addition to the main intelligence database will increase their ability to address member needs and crime problems in their region. Member and non-member agencies will submit intelligence to RISS project crime specific databases, thus increasing the volume of criminal information available for member use.

Impact of State Intelligence Centers. In the 1990's, more states will establish state-run intrastate intelligence databases. This will impact RISS project database service and activity. RISS projects and state and local law enforcement agencies have already benefited from existing state intelligence networks, such as the Law Enforcement Intelligence Networks (LEIN) located in several states in the MOCIC region. So too, WSIN, RMIN, and ROCIC anticipate similar benefits from the intelligence systems being developed by the four Southwestern border states. The project directors discussed the need for RISS to find ways to more effectively interface with state intelligence networks and assist the state systems with services that they may not be providing themselves. Increased analytical output, including review of project database information for criminal activity trends and development of investigative targets for members, were discussed as ways to assist the state intelligence networks (as well as RISS members in general), and foster an increased flow of information to the projects.

In future years, the project directors anticipate that state intelligence centers will continue to cooperate fully with RISS, contributing intrastate criminal information which meets requirements for inclusion in the RISS databases. Currently, RISS constitutes the only viable multistate network of intelligence developed from the local level, and increased state-submitted intelligence will strengthen RISS's ability to efficiently provide information to its law enforcement membership.

Although RISS project experience with existing state intelligence networks has been positive and cooperation is expected to continue in future years, the project directors see the need to continue to articulate the many advantages of RISS participation and to promote the full range of RISS support services to state and local officials.

In order to remain informed regarding development of new state intelligence centers, the project directors request that BJA review all applications for federal funding relating to the establishment of new state operated criminal

intelligence systems and coordinate awards of funding with the RISS projects as appropriate. BJA should also revise federal block grant program guidelines and 28 CFR 23 to ensure state intelligence systems funded by federal grants and the RISS projects operate under uniform guidelines.

National Drug Intelligence Center. The development of the National Drug Intelligence Center concept dramatically changed recently. The Center's development currently is the responsibility of the U.S. Department of Defense (DOD). Previously, National Drug Intelligence Center development had been assigned to the U.S. Department of Justice. However the Center evolves, the RISS Program is positioned to be a crucial link between the Center and state and local intelligence capabilities.

Information Sharing: The Project Directors Recommendations

- Continue to monitor changes in RISS Program policy and 28 CFR 23 to determine potential impact on RISS information sharing services.
 - Under BJA guidelines, process submissions and inquiries directly from member computer systems to project databases via remote terminal connections.
 - Enhance working liaison with existing state intelligence centers and those yet to be developed.
 - BJA should review future funding requests for new state operated criminal intelligence networks and assure appropriate coordination of funding awards with RISS systems.
 - Establish crime specific databases in accordance with BJA guidelines to expand criminal information sharing and address needs of all state and local law enforcement agencies in project regions.
 - Fortify the RISS role in National Drug Intelligence Center development and increase the effectiveness of working liaisons with the U.S. Department of Defense, U.S. Department of Justice, and the National Drug Policy Office.
-

Analysis

RISS intelligence analysis services are expected to become increasingly important in the future as state and local requirements evolve and as additional technologies become available. The project directors assessed potential effects and impacts of automation and technical advances on analytical services in the future and the need for these services to augment state and local criminal intelligence center development.

Automation. The direct computer interface of the RISS projects with state and local law enforcement computers should enable more case information to be submitted to the projects in an automated format, greatly facilitating analysis. Increased automation will decrease the delivery time for analytical products by expediting data inputs. The increased quantity and quality of analysis produced by the projects in the future will be achieved without substantial increases in staff.

Based on RISS sponsored development to date, affordable automated link analysis software is currently being made available to member agencies. As a result, state and local agencies will be able to perform their own computer-aided link analysis and other more routine applications with the projects providing analytical services on more complex multijurisdictional cases.

Expanding Analytical Services. The project directors considered ways to expand project analytical services to address current and future member needs:

- Improve technical capabilities for manipulating database information;
- Initiate criminal activity trend analyses of RISS databases and develop investigative targets for members as a part of routine operations;
- Increase cooperative efforts with other RISS projects for collective analysis of multi-region crime problems, such as U.S./Mexico border and U.S./Canada border drug trafficking;
- Develop models for the analysis of member case information to provide guidance on the expenditure of investigative resources;
- Continue efforts to promote use of new analytical services by member agencies as capabilities increase and new technology is available;

- Increase the provision of analytical techniques training for member agency personnel.

Analysis: The Project Directors Recommendations

- Continue to monitor promising new technologies designed to enhance analysis efforts.
 - Conduct database analysis to identify criminal activity trends and to identify investigative targets.
 - Initiate collective analysis of multi-region crime problems with other RISS projects.
 - Continue efforts to promote use of new areas of analytical services as project capabilities expand.
 - Increase analytical techniques training for member agencies.
-

Optional Services

Most projects currently provide members a variety of optional services including training, investigative equipment pools, technical assistance (including field staff), and topical information sharing publications. In the future, projects anticipate an even greater response to member needs by enhancing these services with new technologies. The discussions and recommendations of the project directors follow.

Training. The project directors anticipate increased automation and centralized availability of future training services, thus allowing members to view training videotapes, utilize library resources, access law enforcement television channels, and call up computer "bulletin boards." RISS sponsored selected seminars and classroom training on specialized intelligence topics would continue to be available to agencies unable to afford access to the new training technologies.

Investigative Equipment. The project directors expect current trends to continue and specialized investigative and communications equipment is becoming increasingly complex, expensive, and out-of-reach for many individual law enforcement agencies. Asset forfeiture revenue contributed by member agencies may become increasingly important too as a

supplemental source of funds in the expansion of types and amount of equipment available in RISS equipment pools.

The project directors considered the decentralization of investigative equipment pools, but anticipate that optimum maintenance to ensure availability of increasingly complex equipment will require continued central management and administration.

Projects will continue to sponsor membership of their equipment technicians in the National Technical Investigators Association (NTIA) and participation in NTIA activities to keep abreast of technological developments and to exchange information on project equipment services. Increased project cooperation will be needed for sharing of expensive equipment from one project to another.

The project directors recently met with representatives of research laboratories and equipment manufacturers to obtain information on equipment innovations and technological developments and those projected for the future. Project efforts to track new technology developments will continue to parallel efforts to assess new and changing requirements of member agencies.

The project directors also considered the development of systems to determine member equipment inventories which could be made available to other members.

Technical Assistance. The project directors anticipate the need to increase project technical assistance activities in areas such as use of computers, intelligence database systems, analytical software, investigative equipment orientation, and electronic transfer of data.

In an increasingly automated future, the role of field staff as a primary personal link between the projects and the members will become even more important. The directors considered elevating the field staff role and increasing their technical assistance activities in aforementioned areas.

Publications. The project directors considered establishment of an electronic bulletin board which could be accessed by member computers, where intelligence information, articles, and other timely communications could be added on a daily basis. The computer bulletin board could also announce new technology, equipment purchases, procedural changes, and agency requests for assistance. Particular member needs could be stored to allow for specific notification of those members of articles of special interest.

The project directors also discussed increased use of fax machines for receipt of information for publication, particularly fax machines with high resolution technology for transmission of photographs.

Optional Services: The Project Directors Recommendations

- **Consider the use of automation and other technical means to enhance and expand project training services.**
 - **Keep abreast of technology developments through liaison with representatives of research laboratories and manufacturers of specialized investigative and communications equipment.**
 - **Ensure technical competence and facilitate technology exchange among the projects by continuing to encourage meetings between project equipment technician staff and attendance at professional association conferences.**
 - **Enhance the field staff role to increase technical assistance provided to member agencies. Increased technical assistance activities will be needed in areas such as use of computer software, intelligence database systems, new investigative equipment, electronic transfer of data, access to electronic bulletin boards, and other systems as implemented by the projects.**
 - **Implement electronic bulletin boards for access by member agencies to articles and other communications about project services and current intelligence developments.**
-

PROGRAM AND PROJECT ADMINISTRATION

Positive leadership and sound project management can measurably enhance the RISS Program's reputation as the nation's most viable criminal intelligence providers for state and local law enforcement, as well as improve other member services. The project directors considered a wide range of potential enhancements to current operations in the broad areas of project oversight, membership, member participation, funding, and leadership.

Oversight

The oversight of project operations is necessary to ensure that each project continues to be effective and efficient in providing up-to-date services to members. The project directors considered improvements to existing use of personnel and resource audits, financial audits, as well as member surveys to test project service capabilities. The primary provider of grant oversight is the BJA Program Office.

It is anticipated that members will select future project policy boards increasingly composed of agency heads or policy-setting officials. It is anticipated that procedures for policy board selection will undergo continuous review as membership expands to ensure their representativeness and their ability to deal effectively with increasingly complex policy issues.

The project directors recommended that board members routinely meet with their state and local constituents to obtain guidance on issues which need to be addressed by the board and project management. On a broader scale, the boards are expected to continue to set overall project goals, objectives, and operating policies.

ISPRB. The Intelligence Systems Policy Review Board (ISPRB) will continue to perform periodic comprehensive audits of all RISS Program components. The projects recently considered appointing policy board subcommittees to audit use of resources and personnel, but instead recommended that a policy board member be included on ISPRB inspection team visits. The current program of annual project financial audits by grantee agencies, as well as project management internal assessments, will continue.

Monitoring visits to project sites should continue, as they have proved to be one of the most effective means available to the BJA Program Office. ISPRB visits are a part of the Program Office review process, while the Office of the Comptroller also performs financial inspections.

Oversight: The Project Directors Recommendations

- **Members should continue to select project policy boards which are composed of agency heads or policy-setting officials from member agencies in the project region, as well as the grantee agency.**

- **Board members should routinely meet with their state and local constituents to obtain input on issues the board and project managers need to address.**
 - **A project policy board member should participate with the ISPRB inspection team on Program monitoring site visits.**
-

Membership

In the 1990's, the projects are expected to continue to assess their potential membership base and to define membership requirements. Projects will continue to choose new members based upon agency criminal intelligence and investigative capabilities, as well as multijurisdictional crimes, criminals, and criminal activities, including narcotics.

The project directors considered the need to restructure project boundaries, as well as the addition of new geographic regions such as the Caribbean or Pacific.

The directors concluded that projects should continue to maintain definable boundaries to ensure optimum and orderly provision of RISS services. Further, any future restructuring of project regions to form additional RISS projects should be closely examined in view of the high cost of project administration and maintenance.

Rather than realigning project boundaries to address changing multijurisdictional needs, dual membership in projects by an individual member is expected to become increasingly common. The project directors have already responded to select interregional criminal activities with interproject agreements which allow dual membership. Formal, written agreements between projects, developed with full and open participation of both policy boards, should govern such dual region relationships.

The RISS directors discussed the future possibility of developing non-member contacts and cooperation with Caribbean as well as Pacific intelligence organizations. These kinds of contacts could strengthen both RISS project capabilities and member capabilities in areas such as money laundering, Racketeer Influenced and Corrupt Organizations (RICO) investigations, and forfeiture proceedings.

Membership: The Project Directors Recommendations

- **Each project should continue to assess its potential membership base and define its own membership requirements accordingly.**
 - **Interregional crime problems should continue to be addressed by formal written project agreements allowing dual membership rather than boundary restructuring.**
-

Member Participation

Projects will increasingly focus on the potential impact on project services and activities when seeking new members in the 1990's. In recruiting members, RISS projects will seek to balance use of project services, and contribution of information to the project database. Desirable membership will be based upon balanced geographical representation, made up of agencies with the capability, resources, and need to address multijurisdictional crime, coupled with a willingness to fully participate in the RISS Program. Efforts to achieve a balanced geographical representation, however, may also require the recruitment of member agencies in rural areas where a high level of continuous participation may not be attainable.

Efforts to increase the level of member agency participation were discussed. Consideration was given to participation goals, perhaps by setting goals for individual agencies or on a state by state basis. Field staff are expected to fulfill a vital role in promoting member service usage and activity through personal contact with member agencies.

Some projects currently require members using project investigative equipment, confidential funds, analytical services, and the telecommunications (patch call) system to submit intelligence developed through their use to the project database. The project directors favor continued implementation of such requirements.

Member Participation: The Project Directors Recommendations

- **Continue activities to increase levels of member agency service usage.**

- **Establish requirements for corresponding database submissions when a member agency uses project investigative equipment, confidential fund, analytical, or patch call services.**
-

Funding

Program funding will continue to be an important topic to every project director. In the mid-1980's, at the request of BJA, each RISS project began exploring alternative sources of funding other than federal support. The projects were challenged then, and again in 1990, to consider how they would operate with incrementally less federal funding. The projects have vigorously defended the need for full federal funding, but have also explored how RISS could operate with diminished yearly federal funding, or with state funding, or state matching funds instead of federal support. Funding supplements, such as membership fees, service charges, and block grant funds, as a means to augment federal funding, have been considered by the project directors, as well as how the projects might operate with increased federal funding. Alternatives to "hard cash" support and other potential funding sources were also explored.

Reduced Federal Funding. If federal funding were reduced by 10-25%, it is the assessment of the project directors that the RISS Program ability to provide information sharing services would be severely hindered. With reduced project service levels, it would be unlikely that members would be able to maintain their existing levels much less increase participation. However, the ability of the projects to provide optimum services may also be hindered if Program funding levels remain static year after year. Costs of providing current levels of service rise each year and without corresponding funding increases, over time the current service levels cannot be sustained.

State Funding. If federal funding were eliminated altogether, RISS would not survive in its present form. The project directors could not look to the states to replace the federal funds, as widespread state funding support has not proved realistic. State lawmakers have not been inclined to embrace the idea of funding a multistate information system, and surely not in a timely manner or consistently over all 50 states. In that state legislatures meet at different times during the year to enact their budgets, some increments of a state funded RISS budget would always be pending. It is not likely that states unable to participate would be funded by other states. Instead, they would be left out of the RISS network altogether.

Alternative sources of Program funding will continue to be explored, although the non-feasibility of state government funding is not expected to change due to the reasons noted above.

Membership Fees. Four projects — ROCIC, MOCIC, RMIN, and MAGLOCLLEN — currently charge membership fees to supplement federal funding. WSIN and NESPIN do not. In the future, the directors felt that membership fees should remain optional and at a project's discretion. In the years to come, fees should be maintained at a level designed to encourage members to retain their memberships. Project policy boards will continue to establish guidelines for expenditure of membership fees consistent with federal cost allowability principles and member needs.

Service Fees. The projects will probably continue to provide services virtually without charge to members in that members pay for any service fees out of the same limited source of funds they now use to pay membership fees. If service fees were enacted, some members most likely would not maintain their membership.

Block Grant Funds. Federally funded state block grants may be a potential source of project supplemental funding. State block grants currently provide funds for the NESPIN project to establish and administer a pool of specialized investigative and communications equipment, and to make available confidential funds for loans in drug investigations. The donor, Massachusetts, mandates however that these services be made available only for Massachusetts law enforcement agencies. Further, block grant funding is not a stable permanent source of funding, as the contributing state can reassign funding each year as priorities change. In addition, the amounts available from Congress fluctuate from year to year, and there is a four year limitation by law on the continuation of these funds to a single program.

Increased Federal Funding Support. The current levels of Federal RISS appropriation may in fact increase in coming years. Annual funding increases will be necessary simply to sustain current service levels due to inflation. Project directors would like to obtain funding levels for more than mere maintenance of existing services. Expanded databases, enhanced information sharing programs, and increased analytical capabilities can only result from funding increases over and above inflationary costs. With increased funding, the number of members could increase with no lessening of service delivery, thus resulting in increased cooperation, coordination, and communication among federal, state, and local law enforcement.

Alternative Support. RISS project member agencies regularly contribute substantial financial and personnel resources to support project service

activities. In addition to membership fees, other cash contributions are made to the projects by the member agencies through payments such as registration fees for attendance at project sponsored training and information sharing conferences and disbursement to projects of funds received as a result of asset forfeiture and restitution. The project directors anticipate expanding their efforts with member agencies to share in the disbursement of asset forfeiture and restitution fees where projects contributed to the achievement of these actions.

Some operating costs are absorbed by member agencies and grantee agencies who donate administrative services and office space for project field staff. Member agencies voluntarily contribute their staff time for input of information to project databases and publications, to respond to project and interproject inquiries, and to attend project sponsored information sharing and training conferences and policy board meetings.

Projects should begin collecting data to document the member "soft match" contributions as noted above and assess whether it should be included as supporting documentation for annual federal grant proposals. Soft match documentation will recognize the time and resources member agencies donate through their intelligence submissions, inquiry responses, meeting attendance, and publication submissions. Soft match computations will not boost a project's bottom line, but will document the contributed matching resources.

In the future, projects may be induced to seek private foundation grant awards. Even if available, foundation support would not provide a long-term funding solution, but could fund services that the project might be unable to offer otherwise.

Federal grant funding has proven to be the only viable source for consistent, long-term project support. The continuing search for other hard match funding sources should, however, be a part of future funding consideration. Other options for matching funds may appear on the funding horizon, but, for the foreseeable future, the projects must seek and rely on Congressional support to fund the RISS Program.

Funding: The Project Directors Recommendations

- **Although funding from state legislatures has not proven to be a viable funding source, the RISS projects should continue to explore alternative funding sources.**

- **Implementation of membership fee requirements should continue to be optional with each project.**
 - **Each policy board should establish guidelines for expenditure of membership fees consistent with member expressions of need and federal cost allowability principles.**
 - **Projects should implement a mechanism for documenting member agency soft match contributions.**
-

Leadership

Excellence in project leadership will bring RISS into the year 2000 as a strong and vital program. Leadership in project management, in trends and technological developments, and in promotion and coordination of RISS efforts with those of other programs and with state and local agencies were discussed as important ingredients for success. Promotion of project services and benefits through personal contact and visits by project directors and staff will remain essential to future success.

There is a need to broaden contacts by RISS project directors to work not only with police administrators, but with public officials, governors conferences, and additional professional law enforcement organizations to promote RISS services. Project directors should also work with state criminal justice planners to stay abreast of proposals to state lawmakers for action.

Project management will continue to participate in professional organizations. Currently, project directors and staff participate in the following organizations: International Association of Chiefs of Police, National Sheriffs' Association, National Association of State Drug Enforcement Agencies, International Narcotics Enforcement Officers Association, International Association of Airport and Seaport Police, International Association of Law Enforcement Intelligence Analysts, and Law Enforcement Intelligence Unit. Project personnel also participate in individual state police chief, sheriff, and narcotic officer associations. In the future, project directors may identify certain organizations in which all RISS projects should be involved.

Project management should continue to encourage employees to seek advanced education and skills training to prepare for changing member needs and new tasks. Project managers themselves should seek training in

management, technology, and computer systems, so as to better evaluate management and technical matters that come before them.

Leadership: The Project Directors Recommendations

- **Broaden contacts to include not only police administrators but other public officials, governors conferences, state criminal justice planners, and additional professional law enforcement organizations to promote RISS services.**
 - **Continue to sponsor project staff participation in professional law enforcement and technical organizations.**
 - **Seek advanced education and training for project staff and managers.**
-

CONTINUING STUDY THROUGH THE 1990'S

This study addressed many issues with regard to RISS Program direction to meet member agency needs in the 1990's through the year 2000. In this report, the project directors made specific recommendations in the areas of information sharing, analysis, and optional services as well as project oversight, membership, member participation, funding, and leadership. Continuing study will occur in these areas during the 1990's.

There were other issues which could not be adequately addressed or resolved without additional experiences over time and further developments. These issues are listed below and will continue to be considered in future study efforts.

- Is there a better way to service an area than through individual member agencies?
- What will be the trends in police organization and management in the 1990's?
- Will traditional city/county boundaries continue to govern policing in the future?
- Will regional police organizations or other multijurisdictional organizations become a trend?
- Should RISS project service delivery be centralized, such as a joint RISS program bulletin or single RISS database servicing all of the projects?
- What additional service areas will become feasible for RISS to deliver in the future?
- What future law enforcement agency functional units might become RISS users: computer crime units, fax crime, DNA technicians, robocops?

The project directors will continue to study the RISS 2000 issues presented in this report as an on-going process through the 1990's.

THE RISS PROJECTS

Mid-States Organized Crime Information Center

Host Agency: Missouri Attorney General's Office
Headquarters: No. 4 Corporate Centre, Suite 205
Springfield, Missouri 65804
(417) 883-4383

Regional Organized Crime Information Center

Host Agency: City of Nashville
Headquarters: 545 Marriott Drive, Suite 740
Nashville, Tennessee 37210
(615) 871-0013

Middle Atlantic-Great Lakes Organized Crime Law Enforcement Network

Host Agency: Pennsylvania Attorney General's Office
Headquarters: 850 Bear Tavern Road, Suite 206
West Trenton, New Jersey 08628
(609) 530-2801

Rocky Mountain Information Network

Host Agency: Arizona Department of Public Safety
Headquarters: 3802 North 53rd Avenue, Suite 301
Phoenix, Arizona 85031-3019
(602) 245-4180

New England State Police Information Network

Host Agency: Massachusetts Department of Public Safety
Headquarters: P.O. Box 786
Randolph, Massachusetts 02368
(617) 986-6544

Western States Information Network

Host Agency: California Department of Justice
Headquarters: 1825 Bell Street, Suite 205
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Leviticus Project

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