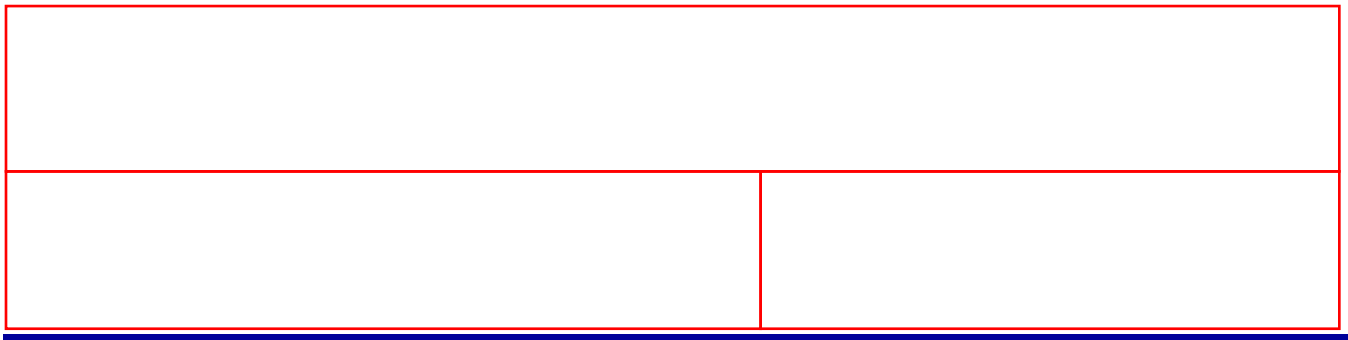
I'm enclosing this month's edition of the Law Enforcement Development Center's e-Newsletter for your review. As the new Director of the LEDC, I am excited about the opportunities that I have before me to bring to you relevant and exciting information and developments related to the law enforcement field.

I look forward to the opportunity to forge a relationship with you in the future, and hope that we can work together to bring to all agencies the best practices that law enforcement has to offer. If you have any questions, comments, or suggestions, or if your agency has a success story, program, or policy that you feel needs to be shared with other agencies, please let me know at (703) 894-0481, extension 215, or at henry@performanceweb.org.

Thank you,

Patrick G. Henry IV



August 2003

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The Department of Homeland Security has set up new initiatives for first responders and law enforcement agencies in an effort to consolidate emergency response efforts. Efforts by the federal government to prepare for and combat emergency situations are only effective if all first responders, at every jurisdictional level, are equipped to function efficiently with federal mandates governing funding and reorganization of first response agencies.

To gain a better understanding within this ever-changing environment, you need to ensure your agency is effectively responding to emergency situations. To assist you in meeting these challenges, we invite you to attend the 2003 National Conference on Incident Command for Emergency Response, being held at the Wyndham City Center Hotel in Washington, D.C. on October 6-8, 2003. For more information go to: http://www.performanceweb.org/ledc/L142/L142.htm

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1. Homeland Security Update

a. New Customs Regulations Will Reduce Risk of Terrorist Attacks

As most border communities are aware, once cargo touches our shores it becomes the responsibility of law enforcement and not the Coast Guard. Working with feedback and information from affected communities, the Customs and Border Protection Bureau developed a new set of proposed regulations to aid coastal law enforcement agencies in the task of protecting America. With proper coordination between federal agencies and local departments, this task can be made much more efficient while maintaining or enhancing the level of safety. The new regulations will require advance information, in electronic format, be sent on goods transported to and from the United States by air, truck, rail and sea. This information would be run through an automated targeting system linked to various law enforcement databases. To view this article go to: http://www.gcn.com/vol1_no1/daily-updates/22852-1.html

b. The Department of Education Unveils Web Resource for Emergency Planning

As schools and communities across the U.S. prepare and develop plans for responding to potential emergency situations, U.S. Secretary of Education, Rod Paige, has unveiled this new web resource to help. It is designed to be a one-stop shop that provides school leaders with information they need to plan for any emergency, including natural disasters, violent incidents and terrorist acts. The site will be regularly updated. Secretary Paige and Homeland Security Secretary Tom Ridge unveiled this new resource at Blair High School in Montgomery County, Maryland, which has a model emergency plan in place. For more information go to: http://www.ed.gov/emergencyplan

c. Mecklenburg County is Ready

Wynn Mabry, Mecklenburg County's Homeland Security director, said he is confident the county is ready to respond to a terrorist attack. As the nation's second largest banking center, the county could still be a target. Mecklenburg County's homeland security plans include a hazardous ALERT team that would respond to chemical and biological attacks. In addition to the ALERT team, hospitals, public utilities and the Red Cross will coordinate their efforts with public emergency services. However, in case of an attack, the biggest problem may not be the response time to the attack, but where to put the injured. Hospitals are expected to overflow. Moreover, Mecklenburg County, like others across the nation, still has the problem of how to pay for its Homeland Security measures. The federal government has promised millions to cities nationwide, but has only delivered a fraction of what local administrators say they need. To view this article go to: http://www.news14charlotte.com/content/special_edition/homeland_security/ ?ArID=26327&SecID=182

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2. Performance Management in Policing

a. BJA Offers Guidance on Performance Measures

The Bureau of Justice Assistance is committed to the importance of program evaluation and to developing and enhancing evaluation capabilities at the state and local levels. Evaluation results provide policy makers and program managers with information for future program development and can be used to modify and improve existing programs. BJA's Evaluation Web site is designed to provide State Administrative Agency staff, criminal justice planners, researchers and evaluators, as well as local practitioners with a variety of resources for evaluating criminal justice programs. For more information go to: http://www.bja.evaluationwebsite.org/html/roadmap/basic/performance_measures/

devel_performance_measures.html

b. 2003 Best Practices Forum – Strategic Planning and Change Management in Government (October 14-15)

To help agencies develop effective management plans to improve agency performance, The Performance Institute will host the 2003 Best Practices Forum – Strategic Planning and Change Management in Government (October 14-15). This forum will cover the following: developing effective strategic plan, linking performance to results; defining strategies to intermediate outcomes, building stakeholder support, and manage responses to change. For more information go to: http://www.performanceweb.org/performancemanagement/P181/P181-WEB.pdf

c. Law Enforcement Agencies Consider Consolidating Police Services

Law enforcement agencies across the country are being asked by their governing bodies to consider consolidating police services. In response to this, the International Association of Chiefs of Police (IACP) has created a comprehensive and balanced planning model to aid police, and their governing bodies, in assessing all aspects of consolidation. The report stresses that consolidation is a unique local issue and that careful planning can help determine if consolidation should be adopted or rejected. The IACP planning model focuses on two key elements: An initial one-day retreat exploring the potential of consolidation, and a comprehensive feasibility study, which entails detailed exploration of all consolidation issues. For more information go to: http://www.iacp.org/documents/index.cfm?fuseaction=document&document_type_id=7&document_id=478&subtype_id

d. The Role of the PS&RM Division of the Transportation Security Administration (TSA)

The Performance Standards and Resource Management (PS&RM) Division of the TSA serves as the focal point for all resource issues in support of all TSA Divisions. PS&RM provides required financial information/justification in response to Congressional GAO and industry inquiries. Also, PS&RM manages Maritime and Land Security's performance management and reporting system including the M&L Business Plan, and develops and manages input to the TSA Strategic Plan. For a full description go to: http://www.tsa.gov/public/display?theme=40&content=88

e. Management Challenges in Homeland Security

Homeland security is a team effort, and proper coordination between agencies at all levels of the criminal justice system is an essential component developing a response plan that will work in a crisis situation. Since the terrorist attacks of September 11, 2001, the federal government has invigorated the homeland security missions of many departments and agencies. Overall, the federal government's response on homeland security issues is still evolving. A new homeland security emphasis is under way, but remains incomplete. The federal government's efforts to improve homeland security will require a results-oriented approach to ensure mission accountability and sustainability over time. To view this report go to: http://www.gao.gov/highlights/d03260high.pdf

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3. Officer Recruitment, Retention, and Training

a. 10 Innovative Practices for Recruitment and Retention

Earlier this year, The Performance Institute released a research report detailing federal agencies' efforts to fulfill the human capital component of the President's Management Agenda, and recruit quality employees in light of the coming human capital crisis. Findings identified a set of "10 Innovative Practices" found to be characteristic of successful human resource management. Although this report was based on findings at the federal level, they do apply also to state and local agencies. To view this report go to: http://www.govworkforce.org/govworkforce/recruitment/pi_recruitment.pdf

b. Strategic Human Resources Management in Forensic Science Labs

Public forensic science laboratories are in need of human resource management methods. A recent study suggests that lab managers can implement innovative human resource techniques to improve employee outcomes, without considerable cost. Personnel challenges can be addressed using practical human resource planning, recruitment, selection, and retention strategies for forensic science personnel. Techniques discussed in the report include: estimate number of staff needed, estimate value of forensic services, use realistic job previews, identify career aspirations of applicants, develop a clear hiring process, be proactive in recruiting personnel, develop job descriptions, increase flexibility in the hiring process, improve leadership, and others. To view this article go to: http://www.performanceweb.org/pi/research/newsletters/ledc/strategichrmforfslabs.pdf

4. Managing Risk and Liability

a. Violations of Department Policy have Liability Implications

Strict law enforcement agency's internal policies should not open law enforcement officers, or their agencies, to greater liability. Instead, they should provide clear guidance and a basis of accountability for important law enforcement functions, such as arrest, use of deadly force, and vehicle pursuits. Unfortunately, it has become a commonly held perception within law enforcement circles that a police officer's violation of department policy is a valid basis for a lawsuit against the officer and perhaps even the department. To view this article go to: http://www.fbi.gov/publications/leb/1997/apr976.htm

b. Sale of Old Squad Cars may Create Liability

Orange County Sheriff's Department is being forced to change the way it sells its cars because old squad cars still look real to some people. A case has been reported where a 20-year-old is driving around in an old police cruiser he bought at the county auction for $1,000. It's equipped with a working spotlight and markings that make it look like a real cruiser. To view this article go to: http://www.wftv.com/newsofthestrange/2438375/detail.html

c. Virginia Police Undergo Anti-Discrimination Training

Gov. Mark R. Warner announced that, in a new effort to guard against racial profiling by law enforcement officers, all Virginia police recruits will be required to undergo anti-discrimination training. The changes are the result of nearly a year's work by a state panel of community leaders, law enforcement officials and lawmakers that was created to devise ways to combat racial and ethnic profiling by police. Traffic tickets soon will include a phone number for drivers to register complaints about an officer's behavior. To view this article go to: http://www.washingtonpost.com/wp-dyn/articles/A22893-2003Aug20.html

d. Police Fear Being Sued

Several cases are cited where the accused sued the Prince George's County Police Department for brutality and other types of misconduct. Allegations said that

officers released police dogs on them without justification. Others say that officers beat them for no reason. In all cases, the county had to pay five- and six-figure settlements or jury awards. In the past five years, the attorney representing alleged victims has collected about $6.5 million in civil jury awards and settlements on behalf of clients who sued Prince George's police. As a result, officers worry that at a critical moment, they may hesitate to use force to protect themselves for fear of being sued. To view this article go to: http://www.washingtonpost.com/ac2/wp-dyn?pagename=article&node=&contentId=A16899-2003Aug3&notFound=true

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5. Law Enforcement Grant News

a. DHS Announces $165 Million in Grants for All Hazards Emergency And Terrorism Preparedness

The Department of Homeland Security's Emergency Preparedness and Response Directorate, known as FEMA, has provided $165 million in grants to help state and local governments better prepare to respond to all hazards preparedness activities and emergency management. These funds are a result of a significant increase in funding for the Emergency Management Performance Grants (EMPG) program from the FY 2003 budget. To view this news release go to: http://www.fema.gov/nwz03/nwz03_epmg.shtm

b. DHS Announces Planning Grants For Flood Map Modernization

Michael D. Brown, Under Secretary of Homeland Security for Emergency Preparedness and Response, announced grants totaling $1.7 million that will be provided to states and U.S. territories to support the Multi-hazard Flood Map Modernization program. To view this news release go to: http://www.fema.gov/nwz03/nwz03_128.shtm

c. DHS's Office for Domestic Preparedness Offers Equipment Acquisition Grants

The goal of the ODP Equipment Grant Program is to provide funding to enhance the capacity of state and local jurisdictions to respond to, and mitigate the consequences of, incidents of domestic terrorism involving the use of a Weapon of Mass Destruction (WMD). ODP's Equipment Grant Program was initiated in 1998,

and currently provides funds to all 50 states, the District of Columbia, and U.S. territories to enable the purchase of the specialized equipment required to better respond to WMD incidents. For more information go to: http://www.ojp.usdoj.gov/odp/grants/goals.htm

d. Law Enforcement and Criminal Justice Grants Summit 2003 (September 29-30, 2003)

Millions of dollars are waiting to be accessed for myriad of law enforcement and criminal justice projects. Is your organization getting its fair share of this funding? Find out and equip yourself with potent strategies for identifying, applying for and winning grants in law enforcement and criminal justice by attending the 2003 Law Enforcement & Criminal Justice Grants Summit on September 29–30, 2003, hosted by The Performance Institute. For more information go to: http://www.performanceweb.org/ledc/L135/L135.htm

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Newsletter Editor: Sergio Bonadona

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The **Performance Institute** is a private think tank that serves as the nation' s leading authority and repository on performance-based management practices for government organizations. Its mission is to identify, study and disseminate the leading management innovations pioneered by "best-in-class" government programs. Through its national conferences on pressing issues, interactive executive training programs, and best practice research projects, the Institute provides cutting-edge expertise in the design, implementation and evaluation of strategies to solve operational challenges and enhance government performance.