I'm enclosing this month's edition of the Law Enforcement Development Center's e-newsletter. As you will see, many law enforcement agencies are reviewing their management and operations practices through improved planning, performance management, and streamlining. Tough budget times, specially with the COPS program being phased out, but some real innovations are emerging.

If your law enforcement agency has started implementing these kinds of practices and you want to share the results, please send me an email with some of the details and I can have my research staff get in touch with you. We need to highlight and share management innovations in all areas!

Carl DeMaio

December 2003

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NEWS FLASH!!

The COPS Program's Fading Impact is Being Felt Across the Country

When the Community Oriented Policing Services (COPS) program was introduced in the 1990s, it provided more than $8 billion in grants to saturate crime-plagued areas across the country with officers. "Community policing" became the solution to the high crime rates of that decade. This forged

unprecedented ties between cops and neighborhood patrols. However, nowadays budgets are leaner and the largest federally funded buildup of local police is being phased out. The COPS program provided grants to pay for all or part of entry-level officers' salaries during their first three years of work. Now, many cash-strapped police departments are trimming their ranks to meet increasingly tight local budgets. As a result, police departments are pulling officers off patrols at a time when crime rates are beginning to tick upward again. Some police officials say the needs of local cops are being overlooked because of broader concerns about national security. To view this article go to:
http://www.usatoday.com/news/nation/2003-12-01-cops-cover_x.htm

2004 National Summit on Performance & Cost Management Innovations for Law Enforcement Agencies (March 10-12, 2004)

As a result of the impending end of the 9-year old Community Oriented Policing Services (COPS) program, and studies showing that crime rates are on the rise again, law enforcement agencies are being left with increasing crime problems as federal assistance funds are pulled out of their budget. To aid agencies in countering this alarming change in funding availability, the Performance Institute will host a conference featuring leaders in performance and cost management. The conference will show agencies how to maximize the funding available in the wake of this shocking change of events. For more information go to:
http://www.performanceweb.org/ledc/perfcostmgmt/costmgmt.htm

Homeland Security Update

House Panel to Set Performance Goals for Homeland Security

Republican leaders of the House Select Committee on Homeland Security will set performance standards for the Homeland Security Department, but will seek to avoid the recent mistake of creating arbitrary or unrealistic goals. The committee chairman and a group of subcommittee heads will meet with DHS managers during the next two months to develop performance measures to gauge the success of homeland security programs and policies as the department moves into its second year of existence. The measures will affect everything from the management and personnel of the department to which programs get funded. The panel wants to help the department prioritize its projects, set goals for key efforts, measure progress toward those goals, and make corrections on an ongoing basis. The committee plans to hold hearings early next year and then write new legislation covering the department by next September. To view this article go to:
http://www.govexec.com/dailyfed/1103/111903c1.htm

Some Homeland Security Activities Remain Unfunded

Despite President Bush's approval of the fiscal 2004 Homeland Security Department spending bill, more than 25 percent of federal homeland security activities remain unfunded. Congress has passed 4 of 13 departmental appropriations bills. The Homeland Security appropriations, signed by Bush, account for approximately half of administration-wide spending on homeland security. Total fiscal 2004 federal spending on homeland security is expected to be $41.3 billion. Only about two-thirds, or approximately $23.9 billion, of the total Homeland Security Department funding of $29.4 billion is for homeland security

activities. The only other homeland security spending approved so far is about $6.7 billion under the Defense Department, which combined with the Homeland Security Department, brings the total to date to about $30 billion, or three-quarters of the total $41.3 billion. To view this article go to: http://www.govexec.com/dailyfed/1103/111003tdpm1.htm

Homeland Security Select Committee Calls for Restraint in First Responder Spending

As the new Chair of the Select Committee on Homeland Security, Rep. Christopher Cox, R-CA, wrote his first major bill focusing on intelligence, questioning DHS officials about the department's intelligence operations and capacity. He wants to review how "first responder" funds are being used and distributed. Cox's proposal would require the Homeland Security Department to award its first-responder grants solely on the basis of how likely a given location is to be attacked by terrorists. Cox wants to merge information about known threats with data about critical infrastructure's vulnerability to an attack. This would be used to produce a list of priorities for the department's first-responder spending. However, from a practical standpoint, it's very hard to assemble a comprehensive national analysis of threats and vulnerabilities. Producing an accurate risk analysis poses an enormous technical challenge. It requires a four-dimensional matrix that weighs the relative importance of protecting a given asset, vulnerabilities, terrorists' capabilities and motives, and the current security effort. To view this article go to: http://www.govexec.com/dailyfed/1103/111403nj1.htm

Emergency Management Agency in Lawrence County, Ohio, Offered Terror Response Training Session

A day-long weapons of mass destruction training exercise was done at the Lawrence County Emergency Management Agency in Ironton. The goal of the exercise was to evaluate plans, policies and procedures in responding to the use of weapons of mass destruction. Participants included law enforcement, health agencies, fire and rescue responders and local government officials. Through these exercises, participants could clarify their roles and responsibilities in the event of a terrorist attack, or the use of weapons of mass destruction. Lawrence County is among 28 of 88 Ohio counties to get funding this year for homeland security. Ohio and Lawrence County are well prepared to respond to a terrorist attack. To view this article go to: http://www.herald-dispatch.com/2003/November/19/LNlist1.htm

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Performance Management in Policing

Strategic Management and Performance Measurements in Law Enforcement

At an event on cost management, budget and innovations for law enforcement agencies hosted by the Performance Institute, Carl DeMaio described a performance management framework with succinct, clear end outcome goals as well as succinct performance measures to track an agency's success. With the development of outcome oriented goals and measures, organizations can more clearly align their activities and outputs to streamlined strategic goals. To view the presentation slides go to: http://www.performanceweb.org/pi/research/newsletters/ledc/demaio_perfmeas.pdf

Transforming Tacoma Police

Police and city leaders have taken the first steps to change the management of the Tacoma Police Department, which is accused of being corrupt. An upcoming internal investigation by Washington State Patrol might lead to discipline or staffing changes, including a new chief, that will begin the overhaul of the 400-member department. Transforming a police department's culture is a time-consuming challenge. State Patrol Chief Ronal Serpas lectures nationally on police accountability, has worked with the Washington, D.C.-based Police Foundation to assess and improve police department performance in cities across the country such as Detroit, Los Angeles and New Orleans. City officials hired police chiefs from the outside to handle the cleanup work and rebuild community trust. The chiefs reorganized their departments, made officers accountable for their work and used best practices from across the nation to revamp policies and better train officers. To help overhaul the department, city leaders asked the State Patrol to follow-up its criminal investigation with a review at 34 allegations of misconduct against 32 city and police employees. The review will determine which allegations are credible and address how deep a problem still exists. To view this article go to:
http://www.tribnet.com/news/government/story/4430623p-4420328c.html

Wilmington Police Department to Undergo Comprehensive Review

The Wilmington Police Department has gone through turbulent times in the past year, culminating in the September with the dismissal of Chief John Cease. As a result, City officials hired consultants from the Police Executive Research Forum to conduct a comprehensive review of Wilmington Police Department operations looking at every aspect of the department's organization. The police department's organizational structure also will be examined along with staffing, officer concerns and the effectiveness and efficiency of every organizational component. In addition, law enforcement interaction with citizens, along with community perception of the police department, will be considered. Study recommendations will help shape future departmental policies and procedures. To view this article register with Star News at:
http://www.wilmingtonstar.com/apps/pbcs.dll/section?Category=registration

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Officer Recruitment, Retention, and Training

Police Revise Hiring Rules to Judge Applicants to Homicide Detail

The San Francisco Police Department is changing its practice of picking investigators for the homicide detail based solely on how long they have been on a waiting list with no regard to merit. San Francisco has been the only major police department in the country that does this. However, Chief Alex Fagan's proposed a plan to take into account management interviews with prospective homicide inspectors and the applicants' talent, training and experience along with how long they have been on the waiting list. This change is needed to keep pace with the best practices of police departments. In the past, the homicide unit had a very rigid staffing system and had to take in inspectors who had very little training, and in some cases did not know how to write a search warrant or conduct an interrogation. Under the new policy, the department will still work off the waiting list in picking homicide inspectors, but will be able to choose out of a pool of the top five candidates. The final selections will be made based on experience with important cases, seniority as an investigator and on training in a variety of areas, including interrogation and homicide investigations. To view this article go to:
http://sfgate.com/cgi-bin/article.cgi?f=/c/a/2003/10/16/MNGAF2CHGE1.DTL

2004 National Conference on Law Enforcement Diversity Recruitment - Improve Recruitment and Retention Efforts of Both Women and Minorities (February 9-11, 2004)

The role of diversity management in law enforcement has become increasingly important. Law enforcement agencies are tasked with recruiting and selecting the best and brightest, keeping that specialized workforce and molding diverse members of your agency into a seamless team who are all unified in the pursuit of a common goal: public safety. Failure to develop a substantial diversity recruiting program can result in loss of qualified candidates, inadequate staffing and legal liability. To ensure that you are up-to-date on the latest information and methods of selection, recruitment and innovative staff development and training, The Performance Institute invites you to attend the 2004 National Conference on Law Enforcement Diversity Recruiting, in Arlington, VA, on February 9-11, 2004. For more information go to:
http://www.performanceweb.org/ledc/L145/L145.htm

Managing Risk and Liability

Racial Profiling is a Widespread Public Belief

Racial profiling is one of the most complex and controversial issues facing law enforcement professionals today. The existence of racial profiling by police officers is a widespread public belief that creates liability problems for law enforcement agencies that encounter allegations of racial profiling. This is an activity that undermines the public trust vital for an effective community policing organization. It is the responsibility of the police manager to train, hire, retain, supervise, and direct police personnel in a manner consistent with the impartial and ethical delivery of police services. Integrating policy, data collection and analysis, community outreach, an accountability based management system that holds officers responsible for their conduct, and a citizen complaint process are all necessary tools that a police manager must use to effectively reduce incidents and limit civil liability associated with the practice of racial profiling. To view this report go to:
http://www.riskinstitute.org/symposiumdocs/RacialProfiling-PERISymposiumPaper.pdf

Police Liability Concerning Civil Rights

One of the fundamental responsibilities of American law enforcement is the protection of civil rights. Although such an admonition does not typically appear in a law enforcement agency's mission statement or in its standard operating procedures manuals, there is an abundance of statutory and case law establishing this mandate. The increasing appearance of high-profile cases of "police abuse" that involve officers who "stood around" when fellow officers were violating victims' civil rights are bring into focus what is meant by the "duty to intervene" to protect these rights. To view this information go to:
http://ioa.memphis.edu/projects/Intervene1.html

Evaluating Racial Profiling in Traffic Stops

Law enforcement agencies recently have been scrutinized as to the quality and quantity of their traffic stops, specifically as to the racial/ethnic distribution of the motorists stopped. Agencies and officers have been accused of “racial profiling” or stopping motorists simply because of their racial/ethnic origins. At the heart of the issue is the claim that officers use a driver’s racial/ethnic origin in their decision to stop a particular motorist or a particular group of motorists, and that this racial bias is reflected in the racial distribution of drivers at various decision points throughout the stop event. These stop events include: the initial stop and the reason for the initial stop; asking the driver to exit the vehicle; running a warrant check; requesting a consent search; conducting a search; seizing property; detaining the driver; 8) warning, citing, or arresting the driver. A recent study that focuses on the initial stop aims to prove whether or not racial profiling does exist based on the collection, analysis, and interpretation of police traffic stop data. To view this study go to:
http://www.performanceweb.org/pi/research/newsletters/ledc/racial_profiling.doc

2003 Sex Crimes Summit - Effectively Respond to Sex-Related Crimes, Investigate Incidents and Manage Sex Offenders (December 10-12, 2003)

As a law enforcement, probation or parole officer, public safety official or case worker in sexual offender management, you are faced with the constant challenges of investigating sex-related crimes against members of your community. In situations involving sex crimes, effective case management from response and investigation through offender registration- is essential to ensure the safety of your community. Because your agency could face a situation calling for response to a crime of a sexual nature at any time, adequate education and training are essential to ensure that sex crimes receive proper attention. For this reason, The Performance Institute is hosting the 2003 Sex Crimes Summit in San Diego, CA. For more information go to:
http://www.performanceweb.org/ledc/l143/l143.htm

Law Enforcement Grant News

Northern Virginia Receives $2.1 Million for Community Policing

A Justice Department grant program has awarded $2.1 million to Northern Virginia police departments. It encourages community policing and has called on local departments to prepare against terrorism. The grants, provided by the Office of Community Oriented Policing Services (COPS), allow the hiring of 28 full-time police officers among Fairfax County, Alexandria and Leesburg by funding 75 percent of their salaries for three years if the jurisdictions pick up the rest. Fairfax County received the largest local grant, $1.2 million, to help hire 16 full-time officers. Alexandria received $675,000 for nine officers and Leesburg $225,000 for three. A popular and widely accepted practice, community policing often includes placing officers in specific neighborhoods so they can get to know their community and better respond to concerns and needs. Several departments throughout the Washington region have developed community policing efforts. In Fairfax County, where community officers are assigned to specific neighborhoods or beats, they establish a rapport with homeowners associations, civic groups and residents. To view this article go to:
http://www.washingtonpost.com/ac2/wp-dyn?pagename=article&node=&contentId=A25819-2003Sep30&notFound=true

Homeland Security Allocates Over $2 billion for First Responders

More than $2 billion in department grants will be allocated to states to better prepare state and local emergency personnel to respond to future terrorist attacks. This will be done through three programs. The State Homeland Security Program will allocate $1.7 billion to improve first responders' capabilities. About $500 million will be provided to states through the Law Enforcement Terrorism Prevention Program. In addition, Homeland Security has also made $35 million available to aid in the development of Citizen Corps Councils. States would then be required to allocate 80 percent of their funding to local communities. To view this article go to:
http://www.govexec.com/dailyfed/1103/110403gsn1.htm

Hawthorne Institute Serves as Grants Gateway

The Hawthorne Institute's Grants Information Center is a valuable online resource for up-to-date news and information about grants and funding opportunities available to all levels of law enforcement. The Center provides information on grant identification, administration, writing, and training. The Institute was created to help promote effective leadership in public policy. For more information go to:
http://www.1hawthorn.com/cjgic

FEMA Announces the Assistance To Firefighters Grants To Aid America's Fire Departments

Michael D. Brown, Under Secretary of Homeland Security for Emergency Preparedness and Response, announced 134 grants to assists rural, urban and suburban fire departments throughout the country through the 2003 Assistance to Firefighters Grant program. The grants will ultimately total approximately 7,000 awards worth $750 million in direct assistance to firefighters. The program provides over $10 million to help local fire departments fund the purchase of firefighting equipment, fund firefighter health and safety programs, enhance emergency medical services programs, and conduct fire prevention and safety programs. Since June, over 5800 fire departments have received nearly $406 million to support their role as first responders in the neighborhoods and communities they serve as firefighters. To view this article go to:
http://www.fema.gov/news/newsrelease.fema?id=8424

2004 National Summit on White Collar Crime (January 21-23, 2004)

Among the most cunning and untrustworthy criminals are white collar-criminals – those who seek to separate people from their power, influence, and most importantly their money. These criminals constantly use deception, lies, and trickery to achieve their devious goals. They work hard to "beat the system" and now is the time to ensure that the system is equipped, trained, and prepared to fight back. To assist you in meeting these challenges, we invite you to attend the 2004 National Summit on White Collar Crime, being hosted in New Orleans, LA, on January 21-23, 2004. Through this innovative and informative conference on white collar crime response you will be presented with strategies and tactics that will not only put your agency on the high road to stopping white collar crime in your jurisdiction, but also present how collaborating with other law enforcement agencies in your area and around the country will amplify efforts to reign in on this growing menace. For more information go to:
http://www.performanceweb.org/ledc/L144/L144.htm

Spotlight: The Computer And Technology Crime High-Tech Response Team (CATCH)

Accompanying the benefits of a thriving technology-rich society is the increased criminal activity as criminals use technology to devise new schemes and expand old ones. Such criminality impacts both the profitability for technology industry and the safety and security for the individual citizen. According to a study done in California, the estimated impact of technology crime in that state over the past few years was $6.5 billion in industry losses and $358 million in tax revenue losses.

To address the increasing impact of technology crimes, the law enforcement community has formed a Computer And Technology Crime High-tech Response Team, or "CATCH," a multi-agency task force formed in June 2000 to apprehend and prosecute all criminals who commit crimes using or targeting high technology in San Diego, Imperial and Riverside Counties. The collaborative methodologies designed and implemented by this Southern California consortium has been identified by police agencies and private think tanks nation-wide as having some of the most proactive strategies for technology crime response.

Since becoming operational on June 1, 2000, CATCH has been a part of a statewide and nationwide network of task forces dedicated to battling criminals who attempt to exploit the technology industry or infrastructure for criminal gain. This integrated methodology promotes the most thorough prosecution of the high-tech cases and provides for rapid communication between all levels and sectors of government.

CATCH believes that high-tech crime investigation requires information sharing and cooperation among all levels of governments and without regard to traditional jurisdictional boundaries. Consequently, CATCH was formed with law enforcement from three counties and from local, state, county and federal law enforcement agencies. It is this collaborative methodology that has been the focus of national attention, and the unified response system that is currently in place has be studied by other municipalities as a framework for designing their own technology crimes response team. Communities as far away as the East coast have used similar collaboration plans, community involvement scenarios, and training methods to ensure an overall response to costly technology crimes.

CATCH is currently comprised of 11 investigators from local, state and federal law enforcement agencies, including the San Diego Sheriffs Department, San Diego Police Department, Federal Bureau of Investigation, San Diego County District Attorneys Office, California Department of Justice, Internal Revenue Service, Imperial County District Attorneys Office, and Riverside County Sheriffs Department. CATCH also benefits from a vertical prosecutor assigned 7/24 dedicated solely to assisting the task force investigators with legal issues and to vertically prosecuting all state cases arising from the investigations. Having diverse agencies integrated into a single response effort ensures that offenders do not fall through the cracks. Jurisdictional boundaries are shared, evidence is shared, and information is shared.

Another important component in reshaping San Diego into a technology hub has been the cooperation between the region's corporations and law enforcement. CATCH recognizes that cooperation between it, the other state high-tech task forces, and the private sector industry is critical to the success of CATCH. With members including SAIC, Sony, American Electronics Association, Cox Communications, UCSD and Qualcomm, CATCH has the support of a dynamic Steering Committee to assist CATCH in the assessment of crime risk and to prioritize high technology crime targets in the region. This collaboration and cooperation between law enforcement and local business has aided in cutting costs, improving quality of services, and ensuring that the training and technology used by law enforcement are the same- or better- than what is available to the criminals that they are charged with stopping.

Additionally, the phenomenal growth and success of the local High-Tech Crime Investigators' Association (HTCIA) chapter is a proud achievement for the region's technology industry and law enforcement and is an example of the benefit to our citizens that results from private industry and public government partnerships. The HTCIA has provided continued training to officers and investigators, as well as a venue for information exchange that is designed to keep technology crimes investigation and response on the cutting edge.

For more information go to:
http://www.co.san-diego.ca.us/cnty/cntydepts/safety/da/protecting/catch/catch_project_summary.pdf

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