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I'm enclosing this month's edition of the Law Enforcement Development Center's e-newsletter. Law enforcement agencies are facing critical times. In this era of increased domestic security threats and tightened state budgets, agencies face a growing number of challenges. Public safety professionals are consistently being asked to do more with less. Through high performance management strategies and dedicated law enforcement personnel, there is no doubt that our nation's law enforcement agencies will continue to provide high quality services.

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

July 2004

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If you find this newsletter useful and informative, please forward it to your friends and colleagues!

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Homeland Security Update

DHS Makes Progress on Management Mandates

The Department of Homeland Security has implemented 40 key recommendations from the Government Accountability Office. This comes after GAO reviewed progress made on 104 key homeland security recommendations. The report provides an update on where the department is and how far it needs to go to meet the challenges of protecting our country from a terrorist attack. Effective implementation of the remaining key recommendations will help strengthen the department's mission effectiveness. To view this report go to: http://www.gao.gov/new.items/d04865r.pdf

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HSOC Serves as Primary Hub for Threat Monitoring, Information Sharing and Domestic Incident Management

The Department of Homeland Security has established a new state-of-the-art Homeland Security Operations Center (HSOC) to serve as the primary, national-wide nerve center for real-time threat monitoring, domestic incident management, and information sharing efforts. Operating 24 hours a day, seven days a week, 365 days a year, the HSOC provides situational awareness and monitoring of the homeland, coordinates incidents and response activities, and issues advisories and bulletins to homeland security partners as well as specific protective and counter measure guidance. To view this release go to:
http://www.dhs.gov/dhspublic/interapp/press_release/press_release_0456.xml

House Approves DHS Financial Accountability Bill

A new legislation was recently passed designed to strengthen financial accountability at the Homeland Security Department. Under this legislation, Homeland Security would have to submit audited financial statements to the White House Office of Management and Budget and Congress. The department currently is the only one not accountable under the statute, despite it being one of the largest federal agencies. To view this article go to:
http://www.govexec.com/dailyfed/0704/072104tdpm1.htm

2004 Emergency Response Summit (November 3-5, Washington, DC)

On Oct 1, 2004 the U.S. Department of Homeland Security will release its compliance standards and protocols for the National Incident Management System (NIMS). The NIMS was designed to provide a consistent, nationwide domestic preparedness plan for federal, state, local, and tribal governments. The NIMS represents a core set of concepts, terminology, and processes for incident management and emergency response. A recent Homeland Security Presidential Directive (HSPD-5) requires that all state, local, and tribal governments must comply with NIMS in order to receive federal funding. The Performance Institute is hosting an innovative summit on Homeland Security and the new NIMS directives. This interactive conference aims to inform state and local government agencies on the National Incident Management System and Incident Command. For more information please call Shawn Keeley at (703) 894-0481 or email him at:
keeley@performanceweb.org

Performance Management in Policing

Arlington Police Department Conducts Performance Management Study

The Arlington Police Department in Texas conducted a management study of its operational and management approach, including performance measures. The resulting report represents a tradition of self-examination of the Department, and a philosophy of providing excellent service to the community. To view this report go to:
http://www.ci.arlington.tx.us/pdf/police_management_study.pdf

Developing a Performance Management System by the Police Department of Long Beach

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Rapid increases in crime and a resulting decrease in the quality of Police service caused Long Beach's Police Department to review its operations and development a strategic plan and performance measurement system. After three years, the new performance system yielded improved customer ratings of police performance in all six areas measured, as well as a decrease in several key crime rates. To view this case study go to:
http://www.andromeda.rutgers.edu/~ncpp/cdgp/cases/gasb/longbeach.html

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Officer Recruitment, Retention, and Training

Administration Urges New Pay System for Law Enforcement Officers

The Bush administration recently released a report making a recommendation to replace the outdated pay system that exists for federal law enforcement officers. The report calls on Congress to grant broad authority to the OPM to establish a government-wide framework for pay and related benefits in consultation with law enforcement agencies and with the concurrence of the attorney general. Agencies would be free to tailor pay practices under the framework, which would be cast as regulation rather than law. To view this article go to:
http://www.washingtonpost.com/ac2/wp-dyn/A53658-2004Jul15?language=printer

Women in Federal Law Enforcement, Inc. Hosts Recruitment Fair

Women in Federal Law Enforcement, Inc. is hosting a recruitment fair for Federal Law Enforcement, including: special agents, investigators, and uniformed officers. Representatives from many federal agencies, including the U.S. Secret Service, the Diplomatic Security Service, U.S. Marshals Service, U.S. Postal Inspection Service, Federal Bureau of Investigation, and others will be on hand to discuss their experiences as federal law enforcement officers. To view this release go to:
http://www.state.gov/m/ds/rls/22724.htm

National Conference for Law Enforcement Diversity Recruiting (September 13-14, Las Vegas, NV)

The role of diversity management in law enforcement is more important today than ever. You are tasked with recruiting and selecting the best and brightest for your agencies, 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, you are invited to attend this conference. For more information go to:
http://www.performanceweb.org/ledc/l154/l154.htm

Managing Risk and Liability

Use of Force Raises Concerns About LAPD Reforms

The beating of an unarmed black man during an arrest, which was televised, has resulted in three officers being

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investigated for excessive use of force. In total, eight officers have been placed on desk duty as the FBI and the Los Angeles County Sheriff's Department investigate. The LAPD also has started an internal probe. This incident sparked comparisons with the 1991 police beating of Rodney King, which shocked the nation and resulted in a massive effort to reform the Police Department. To view this article go to:
http://www.signonsandiego.com/news/state/20040625-0203-ca-policebeating.html

Promoting Police Integrity

The Department of Justice produces a report explaining principles and detailing examples of promoting police integrity. These principles are designed to assist law enforcement agencies achieve the highest levels of professionalism in police services. To view this report go to:
http://www.ojp.usdoj.gov/lawenforcement/policeintegrity/welcome.html

Self-Governance Responsibility in Law Enforcement

In the past, the public sector, including criminal justice agencies, have followed the lead of the private sector in making key managers responsible for equal opportunity advancement, the prompt resolution of sexual harassment complaints, and increased accountability. Change in organizational self-regulation was also prompted by legislation, like enhanced civil rights laws and jury verdicts, resulted in improved oversight systems. Organizations have learned that it is better to pay now for risk reduction systems, instead of paying later in the form of lawsuits and jury verdicts. Hence, a post-verdict pay out is usually larger than the cost of prevention. To view this report go to:
http://www.aele.org/compliance.pdf

Law Enforcement Grant News

DHS Announces Assistance to Firefighters Grant Program

The Department of Homeland Security announced 83 grants to fire departments throughout the United States in the seventh round of the Fiscal Year 2004 Assistance to Firefighters Grant Program. The grants will ultimately total approximately 8,000 awards worth nearly $750 million in direct assistance to firefighters throughout the country. The program is administered by the Department's Office for Domestic Preparedness in cooperation with the Department's United States Fire Administration. For more information go to:
http://www.firegrantsupport.com/

2004 National Summit on Homeland Security Grants for First Responders (August 16-18, Washington, DC)

In the post 9-11 era, state and local first responder agencies face a growing number of challenges. Law enforcement, fire, and EMS agencies are asked to shoulder the burden of keeping our homeland secure and our cities safe. Though the federal government stands ready to assist state and local agencies, there is a tremendous amount of confusion on how to access federal grant money. Millions of dollars are available, but the competition for these funds is fierce. In the ever-changing grants landscape, successful first responder agencies must learn the secrets of the grants application process. Your agency can learn from the best at this summit. For more information go to:
http://www.performanceweb.org/ledc/l153/l153.htm

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Spotlight: North Yorkshire Police Authority

On the other side of the Atlantic, Law Enforcement Professionals are taking police performance to another level. The North Yorkshire Police Authority (NYPA) is an independent body, created in 1995 that serves the North Yorkshire County and the City of York areas. This is one of the largest geographical policing areas in England.

The Authority's primary responsibilities are: to secure an efficient and effective police service on behalf of the local community; to ensure that there is continuous improvement in the delivery of that service and to produce an annual Best Value Performance Plan; to consult with the local community about policing needs and priorities, principally through a network of Community and Police Groups and to publish an annual Policing Plan which sets out the way in which the Chief Constable will police the area having regard to the Home Secretary's national policing priorities and the local priorities determined by the Police Authority.

Therefore a key role for the Authority is to monitor the performance of North Yorkshire Police and to seek continuous improvements in the service that is delivered to local communities. Key policing objectives and targets are set for the Police by both the Home Secretary and the Police Authority (after consultation with local people). These are outlined in the annual "Best Value Performance and Policing Plan" (BVPPP), which also sets out how the Authority intends to secure 'best value' for the Council Tax payer by reviewing all functions of the police over time and setting performance improvement plans for those functions.

The Authority monitors, on a quarterly basis, the performance of the Force against these targets to ensure that trends of underperformance are picked up and remedied. The Chief Constable also sets action plans and targets for the whole range of Force activities not covered in the BVPPP in an attempt continuously to improve Force performance and the Authority regularly monitors progress made by the Force as well as keeping a close eye on financial expenditure.

For more information go to:
http://www.nypa.org.uk/default.asp

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The Law Enforcement Development Center Newsletter is provided as a free bi-monthly informational update for all law enforcement officials about performance management and other key issues in law enforcement.

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 at federal, state and local levels. 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.

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