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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

May 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 Deputy Secretary Examines Progress to Date

Earlier this month, the Deputy Secretary of the Department of Homeland Security James Loy spoke before the House Select Committee on the challenges and progress made in creating the department. This new department has represented an enormous undertaking for the government. The goal is to have a unified national effort to prevent and deter terrorism. This meant restructuring government in an unprecedented scale resulting in the biggest "change management" challenge to date. To view this release go to:
http://www.dhs.gov/dhspublic/display?content=3539

DHS Postpones SPIRIT Procurement

The Homeland Security Department has decided to temporarily suspend the SPIRIT procurement project. SPIRIT, which stands for Security Planning and Integrated Resources for Information Technology, is a $5 billion, five-year project. This procurement project is planned to cover almost every IT service needed at DHS from CIO support and software development to seat management and hardware maintenance. The Coast Guard contracting office, which is handling this project, explained that the reason for the suspension is to permit reassessment of the acquisitions. To view this article go to:
http://www.gcn.com/vol1_no1/homeland-security/25856-1.html

Mixed Feelings for DHS New Personnel System

The Homeland Security Department's new personnel system, based on pay-for-performance, has received mixed feedback from managers. Some managers think that the new system will make their jobs easier, while others fear it will open the door to discrimination complaints against them. The purpose of the new personnel system is to tie in agency goals and mission with individual performance expectations. To view this article go to:
http://federaltimes.com/index.php?S=2705918

2004 Homeland Security Summit - Implementing the National Incident Management System (NIMS) (June 28-30, Washington, DC)

In March, the U.S. Department of Homeland Security unveiled the National Incident Management System (NIMS). A direct result of Homeland Security Presidential Directive/HSPD-5, 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 that all jurisdictions must adopt in the next year. Therefore, law enforcement agencies must start implementing this standardized framework now. To acquire strategies to implement NIMS and to get up to date on the most innovative incident management and emergency response techniques, we invite you to attend this event. For more information go to:
http://www.performanceweb.org/hss04/l146_brochure.pdf

Performance Management in Policing

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Measures of Police Performance

Defining police performance measures is no easy task. Few measures are available with which to make comparative ratings among departments, or within the same departments over a period of time. The few measures that are available are narrow and used too uncritically. In this article by Gary T. Marx, a number of measures of police activity and output are suggested to help with evaluations and accountability. To view this article go to: http://web.mit.edu/gtmarx/www/alt.html

Reporting Indicators for Police

A study by the National Advisory Commission on Criminal Justice Standards and Goals, recommends service efforts and accomplishments reporting indicators for police. The study identified major responsibilities of police and tools for evaluation. To view this report go to: http://www.andromeda.rutgers.edu/~ncpp/cdgp/teaching/service%20ar/police.html

LAPD Overseer Requires Larger Staff

The Inspector General's Office charged with overseeing police performance lacks the staff to thoroughly monitor the Los Angeles Police Department and institute reforms dictated by a federal consent decree. Inspector General Andre Birotte said that because of the city's hiring freeze and budget shortfall, his office is struggling to institute the required widespread reforms. The consent decree came into effect in 2001 as a result of increasing accusations of LAPD's excessive force and false arrests. To view this article go to: http://www6.lexisnexis.com/wpublisher/EndUser?Action=UserDisplayFullDocument&orgId=228&docId=l:208414678&topicId=19257&source=news&start=4&topics=single

San Jose Police Vision for the Future

San Jose, CA, Police Chief Rob Davis expressed his bold vision for the future of law enforcement. He envisions a new high tech age in policing, where citizens download the latest police alerts on their PDAs, an interactive Web site shows where crimes are happening in real time, and officers electronically log reports. To view this article go to: http://www.policeone.com/policeone/frontend/parser.cfm?object=PC&tmpl=TechRoot&search=TECHN&operation=full_article&id=85480

Officer Recruitment, Retention, and Training

Police Department Attempts to Achieve Diversity in Workforce

At an unprecedented town hall-style meeting, South Bend Indiana police administrators detailed new efforts for recruiting minorities and responded to feedback from the public. Administrators have modified the rigorous 11-step interview process. In the past year, the Police Department has also launched new initiatives to attract minorities and women. To view this article go to: http://www.southbendtribune.com/stories/2004/05/19/local.20040519-sbt-MARS-A1-Police_get_input_on.sto

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Louisville Police Reevaluates Training Program

Louisville, KY, Metro Police Chief Robert White recently detailed plans to make Police Department training more progressive and innovative. The department has hired Bob Stewart, a consultant with 35 years of law-enforcement and consulting experience, to implement changes and move the department forward. Stewart will spend the next year assessing the department's training program and implementing changes. To view this article go to: http://www.policeone.com/policeone/frontend/parser.cfm?object=NewDivisions&rel=39160&operation=full_article&id=84298

New Jersey Police Training on Racial Profiling

The New Jersey Police Department will require all its police officers to undergo training on racial profiling. As part of a state-wide effort to eradicate racial profiling, a new training program was designed to create more awareness of race-based policing. The training package has been developed in the past two years. To view this article go to: http://www.courttv.com/news/2004/0521/profiling_ap.html

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Law Enforcement Grant News

Justice Department Grant Targets Victims of Violence

The state of Florida has been awarded a $5.4 million grant from the Department of Justice to fund programs to prevent and respond to violence against women. This amount is part of the $117 million being awarded throughout the country as part of the Services, Training, Officers and Prosecutors (STOP) program. This program protects victims of violence, including domestic violence, sexual assault and stalking. To view this article go to: http://jacksonville.bizjournals.com/jacksonville/stories/2004/05/24/daily8.html

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Spotlight: Police Assessment Resource Center

Police Assessment Resource Center (PARC) supports and assists those responsible for the oversight of police departments to advance effective, respectful, and publicly accountable policing. PARC supports the wide spectrum of people performing police oversight from those inside law enforcement - as police executives, or heads of Internal Affairs units or risk management bureaus; as well as those working on the outside - as government officials, court-appointed monitors, inspectors general, police commissioners, or review boards.

PARC provides resources, advice, and assistance to all those who have responsibilities to their communities or constituents to deal with the consequences of police misconduct. Misconduct by officers takes many forms, from corruption to excessive use of force to racial and ethnic profiling. Left unchecked, it not only hurts individuals but also strains relations with the community, tarnishes the reputation of responsible officers, obstructs legitimate law enforcement, and often leads to costly lawsuits.

PARC was created in 2001 by the Vera Institute of Justice and the Ford Foundation. Based in Los Angeles and working nationally, it is the only national nonprofit organization exclusively focused on police oversight and

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accountability. PARC serves as a national resource center specializing in the formulation and dissemination of model policies and procedures to manage and reduce the risk of police misconduct. Its resource center provides information regarding policing best practices and model policies via its website, reports, conferences, and its monthly newsletter.

PARC supports monitors and consults with law enforcement executives and elected officials where police departments are undertaking reform. It provides direct services to jurisdictions and has contracted to assist a variety of government institutions responsible for oversight. Some examples of projects that PARC has been involved in include: the city council in Albuquerque, New Mexico; the city auditor's office in Portland, Oregon; the federal district court overseeing the consent decree in Wallkill, New York; and police agencies themselves in the cities of Irvine and Los Angeles, California.

For more information go to:
http://www.parc.info/

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The Law Enforcement Development Center Newsletter is provided as an informational update to all law enforcement officials.

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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