Enclosed you'll find this month's Law Enforcement Development Center newsletter

We need your help! Has your department recently implemented strategies for improving its performance? What is your department doing to recruit and retain quality officers? We want to share your successes with fellow officers across the country in upcoming LEDC newsletters. Please send me an email at carl_demaio@performanceweb.org with any innovative ideas you've discovered!

-Carl DeMaio



November 2004

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

Homeland Security Update

Effective Regional Coordination Can Enhance Emergency Preparedness

The Government Accountability Office (GAO) has released a report on coordination practices in a variety of metropolitan areas, including: Dallas, Los Angeles, New York City, San Francisco, and Tampa-St. Petersburg, to find regional programs and lessons learned that can be applied to the Nation Capital Region (NCR) and other areas. GAO found that regional coordination efforts are enhanced by the presence of a collaborative regional organization that includes representation from many different jurisdictions and different disciplines. A comprehensive strategic plan with measurable goals and objectives helps focus resources and efforts to address problems and funding regional organizations provides incentives for their collaborative planning activities. To access this report, go to: http://www.gao.gov/cgi-bin/getrpt?GAO-04-1009

Private Security/Public Policing Partnerships to Prevent and Respond to Terrorism

The International Association of Chiefs of Police (IACP) and the Community Oriented Policing Services (COPS) program of the Department of Justice released a report on the IACP/COPS National Policy Summit: Building Private Security/Public Policing Partnerships to Prevent and Respond to Terrorism and Public Disorder. This report provides a detailed summary of the summit's background and of the current relationships between law enforcement agencies and private security firms. The report also includes key speeches from the summit and a series of specific recommendations for bolstering private/public partnerships that resulted from the summit. To access this report, go to: http://www.cops.usdoj.gov/mime/open.pdf?Item=1355

Homeland Security Appropriations for FY05

Last month, Congress approved the Conference Agreement to H.R. 4567, the FY05 Homeland Security Appropriation Bill. The agreement provides an increase of $1.1 billion for the Department of Homeland Security's (DHS) budget to $32 billion for operations and activities. The Conference Agreement provides priority funding for the nation's first responders and other public safety initiatives. In all, a total of $4 billion has been earmarked for state and local first responders. For more information and a breakdown of the $4 billion, go to: http://www.naco.org/CountyNewsTemplate.cfm?template=/ContentManagement/ContentDisplay.cfm&ContentID=13914

Preparing for and Responding to Bioterrorism

The Department of Justice COPS program has released volume three of its series, "Protecting Your Community from Terrorism: Strategies for Local Law Enforcement." This third volume came from a July meeting convened by the Police Executive Research Forum (PERF) of local, state and federal law enforcement officials, as well as public health and fire officials, to address the preparedness of law enforcement in the event of a biological terror attack. This white paper summarizes participants' discussions at the PERF executive session as well as follow-up site visits made by PERF project staff to New York City, Washington, D.C., and Baltimore. Its goal is to advance law enforcement's efforts to prepare for and respond to bioterrorism. To access this report, go to: http://www.cops.usdoj.gov/mime/open.pdf?Item=1365

DHS to Receive New Management Directives

Homeland Security officials will release new management directives that will govern five areas of the department's operations. The five areas are: financial management, human resources, acquisition, administrative services and information technology. The directives will force the integration of these support functions of the department and will allow managers to make organizational, budgetary, or employment changes in each area. To read more, go to: http://www.govexec.com/dailyfed/1004/102704c1.htm

Performance Management in Policing

Assessing the Delivery of Community Policing Services in a Non-Urban Setting

The National Criminal Justice Reference Service (NCJRS) has released a report on delivering community policing services in a non-urban setting. The Ada County, Idaho, Sheriff's Office (ACSO) was used as a learning organization to apply principles to a recently developed community policing program. This report is intended to enable a sheriff's office to examine its behavior in five areas which embody its adoption of community policing

elements: periodic assessment of citizens' perceptions of crime and police services, substation policing, patrol based in problem-oriented identification and resolution, performance evaluation in a COP/POP environment, and the building of community partnerships. To access this report, go to: http://www.ncjrs.org/pdffiles1/nij/grants/207144.pdf

Maryland State Police Make Changes to Improve Efficiency

The Maryland State Police underwent a long evaluation of its operations and has made several organizational changes to improve efficiency. After receiving feedback from more than 1,500 officers and 740 civilian employees, the police force has cut back the agency's four main bureaus to three and cut the top-rank structure without reducing the number of employees. The changes are said to move back to a more traditional state-policing approach. To read more, go to: http://www.officer.com/article/article.jsp?id=18023&siteSection=1

Officer Recruitment, Retention, and Training

Small California Department Understaffed but Effective

A report presented to the Town Council in Moraga, California, finds that the small department is understaffed but still effective in law enforcement. One of the department's overall challenges is recruitment and retention as the pool of potential police officers is shrinking statewide. Moraga needs to start offering salaries and benefits package that are competitive in order to attract officers, but the problem Moraga and many smaller departments face is how to offer an attractive salary and benefits package on the town's tight budget. To read more, go to: http://www.officer.com/article/article.jsp?id=18128&siteSection=1

National Conference on Law Enforcement Diversity Recruiting
(December 13-14, Miami, FL)

The role of diversity management in law enforcement is extremely important today. Failure to develop a substantial diversity recruiting program can result in loss of qualified candidates, inadequate staffing and legal liability. This timely conference will teach attendees how to improve workforce diversity through specialized recruitment, selection and career development; reduce legal liabilities and penalties with new diversity management; and integrate diversity strategies for 21st century community policing. For more information or to register, go to: http://www.performanceweb.org/ledc/L189/L189_web.pdf

Managing Risk and Liability

Houston to Purchase 3,700 Taser Stun Guns

Amidst continuing controversy over deadly use of force, the Houston, Texas, City Council has approved the purchase of 3,700 Taser stun guns for use on unruly suspects. Several council members voted against the $4.7 million contract for the purchase of the stun guns and related equipment, saying that the money could be better spent on hiring additional police officers and doubt that the stun guns will prevent fatal police shootings. Community leaders have been pushing for a change in the use of force after two unarmed teenagers were fatally shot by Houston officers. To read more, go to:

http://www.chron.com/cs/CDA/ssistory.mpl/metropolitan/2883693

Gangs Target Officers in California

Police officers in San Bernardino and Colton, California, are adjusting their tactics after local gangs have threatened retaliation on officers as a result of the recent shooting deaths of two men. Although the departments are not being intimidated by the declarations, they are on alert and are taking extra care in dangerous situations. Officers are responding to calls in pairs and call "Multiple Enforcement Team" officers in for backup on certain calls. Department officials have also put detectives in uniform and authorized overtime to ensure consistent manpower. To read more, go to: http://www.officer.com/article/article.jsp?siteSection=1&id=17989

Improved Resource Management System for NIMS

The Department of Homeland Security's Federal Emergency Management Agency (FEMA), in coordination with the National Incident Management System (NIMS) Integration Center, has updated resource management tools designed to assist incident managers in identifying, tracking, and obtaining resources during and incident or accident. The new products include an updated National Mutual Aid Glossary of Terms and Definitions, which provides terms for equipment, teams and personnel used in disasters. The 120 typed definitions should be used by federal, state and local officials to develop or update their inventories of response assets. For more information, go to: http://www.fema.gov/news/newsrelease.fema?id=14915

National Summit on Eliminating Gang Violence (December 13-15, Miami, FL)

Gang violence is on the rise and while the problem of gangs once only occupied major metropolitan areas, today's gang violence makes no distinction along socioeconomic lines. Gangs have increasingly spread throughout communities nationwide, drawing members from all walks of life. This summit will provide attendees with valuable information to effectively implement a strategic anti-gang plan to intervene and prevent gang violence in the community. Through the assessment of gang activity, development of a comprehensive community based approach, and methods for building effective support through partnerships and coalitions, this summit will provide valuable lessons, strategies and applications for gang suppression and intervention as well as a tangible peer-to-peer exchange of ideas for gang prevention programs. For more information or to register, go to: http://www.performanceweb.org/ledc/L158/L58_web.pdf

Law Enforcement Grant News

Metropolitan Medical Response System Grant Awards for FY 2004

The Department of Homeland Security has awarded more than $46 million in Metropolitan Medical Response System (MMRS) grants for Fiscal Year 2004. The 110 grants reach 114 MMRS jurisdictions throughout the United States. The awards committee noted that the grant applications, in addition to incorporating MMRS program goals and objectives, reflected progress in addressing National Incident Management System compliance, interoperable communications, enhanced mutual aid and regional expansion. The 16 selected Special Project applications represent a variety of innovative and exportable initiatives. For more information, go to: http://www.dhs.gov/dhspublic/display?content=4052

Local Law Enforcement Block Grant Program, 1996-2004

The Department of Justice's Bureau of Justice Statistics has released a technical report that outlines how the formulas are calculated under the LLEBG Program to make funds available to local governments for reducing crime and improving public safety. It summarizes the program goals and the requirements to receive funding. It also provides an example of the award process and includes the total LLEBG award amounts available to the States and Territories from 1996 through 2004 and the number of local governments eligible to receive an award. To access this report, go to: http://www.ojp.usdoj.gov/bjs/abstract/llebgp04.htm

Establishment of a Center for Excellence in Civil Justice

The National Institute of Justice (NIJ) is soliciting proposals to establish a research center devoted to civil justice issues. It will be called the NIJ Research Center for Excellence in Civil Justice. NIJ anticipates that the Center for Excellence in Civil Justice will be funded at $1 million per year for three years with the possibility of an additional two years of funding. Proposals are due on January 12, 2005. For more information, go to: http://www.ncjrs.org/pdffiles1/nij/sl000682.pdf

National Symposium on Grants for State and Local Law Enforcement
(November 15-17, San Diego, CA)

State and local law enforcement agencies face fierce competition for ever-changing grants assistance program dollars. If you are not up-to-date on the latest methods of attracting funds to your agency, you run the risk of being overlooked in the allocation of these public safety resources. Millions of dollars in federal law enforcement assistance are available, but these funds are shrinking while the competition is concurrently expanding. This Symposium will teach attendees how to craft award-winning grants so their agency can obtain its fair share of grant money. It will also teach methods for streamlining the grants application process. For more information or to register, go to: http://www.performanceweb.org/ledc/L160/L160_web.pdf

Spotlight: Virginia's Communications Interoperability

Interoperability is the ability for various public safety personnel to talk with one another via radio communication systems. It provides for the coordinated and common exchange of voice and/or data in real time. Interoperability creates a communications system that supports effective incident management (tactical) and emergency management (strategic) activities, which in turn support the continuity of operations and government functions during emergencies and catastrophic events.

Virginia has been recognized as a leader in interoperability. Virginia’s statewide coordination of communications for first responders and public safety agencies has been praised by the Department of Homeland Security’s SAFECOM, -- the federal entity charged with improving radio communication among first responders nationwide. SAFECOM plans to use Virginia’s statewide strategic plan as a best practice model for other states to follow when conducting inter-communications planning.

The strategic plan was drafted by Virginia first responders and received governmental approval last month. The plan is the result of six regional focus groups involving 39 localities, state agencies and first responders, including law enforcement, fire, EMS, public health, and emergency management personnel. Once the plan was drafted and approved by the Governor, the state held an Interoperable Communications Conference to introduce the plan to over 250 public safety personnel and provide an overview of how the plan will be applied.

Virginia’s plan is an excellent model that can be applied in other states. Some key strategic goals contained in this

plan are: the expansion of a common language and coordinated communication protocols for statewide use; the increase of interoperability capabilities and coordination through the maximum use of current technologies and planning for the purchase of future technologies; and providing frequent and constantly updated training of public safety personnel to enhance their knowledge of current and future technologies.

To access additional information on Virginia's interoperability strategic plan and to download this plan, go to: http://www.interoperability.publicsafety.virginia.gov/

Public safety officials are better prepared today for an emergency response than ever before. However, homeland security threats and major event strategies are constantly changing. The National Incident Management System (NIMS) is designed to deal with any large emergency response incident from domestic terrorism to a natural disaster. At the 2005 Homeland Security Summit, attendees will hear the latest updates on NIMS, learn how to improve their agency's communications during an incident and learn best practices in incident command and resource management. Please go to www.homelandsecurityweb.org for more information and to register.

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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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