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I'm enclosing January's edition of the Law Enforcement Development Center's e-newsletter. With significant changes in Homeland Security and cuts in federal funding for local law enforcement programs, public safety professionals need to stay up-to-date with the latest developments in performance management strategies.

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!

Happy New Year!

-Carl DeMaio



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

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Emergency Response for State and Local Jurisdictions Using the National Incident Management System (NIMS)

Track A:

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PLANNING AND PREPAREDNESS
Enhance emergency response preparedness planning and preparation with NIMS guidelines

Track B:
BEST PRACTICES IN INCIDENT COMMAND
Upgrade incident command by grasping best practices from first responders, police, public health agencies and cargo and port authorities

Track C:
RESOURCE MANAGEMENT
Effectively coordinate personnel, equipment and funds to streamline emergency response

Track D:
COMMUNICATIONS FOR INCIDENT COMMAND
Improve processes, procedures, and systems for communicating with multiple jurisdictions, agencies and the public

View the Full Agenda online at: www.homelandsecurityweb.org

Homeland Security Update

New Homeland Security Chief Nominated

President Bush announced that he would nominate Michael Chertoff, a federal judge and former head of the Justice Department's criminal division, to be the new Homeland Security Secretary. Chertoff was a key leader in the Bush administration's efforts to track down and prosecute terrorist suspects after the Sept. 11 attacks. He currently sits on the Third Circuit Court of Appeals. From 2001 to 2003, he was assistant attorney general in charge of the Justice Department's Criminal Division. Chertoff also served in U.S. Attorney's offices in New York and New Jersey. For more information, go to: http://www.govexec.com/dailyfed/0105/011105ts1.htm

House Republicans Create Permanent Homeland Security Panel

House Republicans agreed to make Homeland Security a permanent committee and sketched out its jurisdiction, but critics argued the changes were shallow and would do nothing to wrestle away turf from a few powerful chairman of other panels. Approval by the Republican Conference came after several contentious amendments were withdrawn. The move, based on a Rules Committee proposal offered by Speaker Dennis Hastert, R-Ill., implements one of the top recommendations of the 9/11 Commission. Several Republicans had planned to object to the underlying proposal during the conference meeting, arguing it would not give a newly permanent committee adequate jurisdiction over the Homeland Security Department and its efforts to protect the United States from another terrorist attack. For more information, go to: http://www.govexec.com/dailyfed/0105/010405cdam2.htm

Department of Homeland Security 2004 Year End Review

The Department of Homeland Security (DHS) released a fact sheet detailing the accomplishments and statistics for the Department in 2004. The report outlines all of the accomplishments by component. To view this fact sheet, go to: http://www.dhs.gov/dhspublic/display?content=4257

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Bioterrorism Report

The Trust for America's Health (TFAH) released its second annual study of preparedness against public health emergencies. The report finds that despite incremental progress in the three years after September 11, 2001, there is still a long way to go to protect the American people from a bio-terror attack. The report examined 10 key indicators to gauge state preparedness and determine America's overall readiness to respond to bioterrorist attacks and other health emergencies. This is the second year in a row that TFAH conducted a review of bioterrorism and public health preparedness, while the federal government's efforts to release performance measures have stalled. For more information, go to: http://healthyamericans.org/reports/bioterror04/

Further Efforts Needed to Coordinate Facility Protection Efforts

The Government Accountability Office (GAO) released a report by the Interagency Security Committee (ISC), which is chaired by the Department of Homeland Security (DHS), and is tasked with coordinating federal agencies' facility protection efforts, developing protection standards, and overseeing implementation. The report recommends that DHS direct ISC to develop an action plan that identifies resource needs, goals, and time frames for meeting its responsibilities; and proposes strategies for addressing the challenges it faces. GAO also recommends that the Chair of ISC, with input from ISC member agencies and considering GAO's work as a starting point, establish a set of key practices that could guide agencies' efforts in the facility protection area. This initiative could be used to evaluate agency actions, identify lessons learned, and develop strategies for overcoming challenges. For more information, go to: http://www.gao.gov/cgi-bin/getrpt?GAO-05-49

Performance Management in Policing

New Law Enforcement Intelligence Guide

A request from law enforcement executives for new guidance for their agencies' intelligence functions in the post-September 11 world resulted in the writing of this guide on law enforcement intelligence that incorporates information from federal, state, local, and tribal experts and the National Criminal Intelligence Sharing Plan. This guide promises to help law enforcement agencies develop or enhance their intelligence capacity and enable them to be instrumental in fighting terrorism and other crimes while preserving hard-won community policing relationships. To access this guide, go to: http://www.cops.usdoj.gov/Default.asp?Item=1404

Law Enforcement Performance and Cost Management Summit
(March 14-15, Arlington, VA)

The current budget situation facing federal, state and local government presents enormous challenges for law enforcement agencies nationwide. Due to the current budget reductions, law enforcement agencies need to improve performance while using fewer financial resources. Prerequisites for law enforcement funding have become increasingly high based on demonstrable results in areas that are difficult to measure through conventional methods. Sessions in this conference are designed to help map out a plan to justify expenditures. Performance measures, both individual and organizational, can identify areas where performance is weak or strong. Using performance management, or "Managing for Results," is a continuous improvement process that helps find better ways to provide law enforcement services with reduced funding. Law enforcement executives must skillfully manage resources in order to meet the growing needs of the community, while dealing with the burden of budget limitations. For more information or to register, go to: http://www.performanceweb.org/ledc/l165/l165_web.pdf

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2005 National Summit on Performance Measures for Fire and EMS
(February 28 - March 1, Arlington, VA)

During these uncertain times, the need for maximum performance in the fire and emergency medical response sectors has never been greater. As the federal government increases the nation's level of preparedness, fire rescue personnel must continuously strive to meet and maintain higher standards as they fulfill their critical role as first responders. This specially designed conference will help emergency responders get a firm grasp of start-to-finish implementation of effective performance management. Chart a course to success that aligns department's goals with its everyday activities and procedures. Understand how a department can glean valuable information from already existing data and integrate it into a plan that revitalizes force operations and achieve results. For more information or to register, go to: http://www.performanceweb.org/ledc/l167/l167_web.pdf

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Officer Recruitment, Retention, and Training

Federal Omnibus Spending Bill Severely Cuts COPS Funding

The Community Oriented Policing Services (COPS) program, which provides for the hiring of local police, was cut from $118 million to $10 million in the FY05 Federal Omnibus Spending Bill. The hiring portion of the COPS program - once funded at almost $1.6 billion - received $120 million in FY 2004. For FY 2005, the proposed Senate bill would have provided $180 million, and the House would have provided $113 million for COPS hiring. The final bill will provide only $10 million for the program. For more information on the local impact of the Omnibus Bill, go to: http://www.naco.org/CountyNewsTemplate.cfm?template=/ContentManagement/ContentDisplay.cfm&ContentID=14374

Police Departments see Shortages Throughout the US

Many big-city police departments are finding shortages of officers. Nationally, the number of police has remained stagnant in recent years, despite federal help from the Clinton-era COPS community-policing program, which spent $9 billion to help put 118,000 more officers on the streets. The Bush administration, which has emphasized training and says staffing levels should be largely a local responsibility, is phasing out the program. Staffing problems affect many cities. New York City, with 23,000 police officers, has lost 1,000 a year for the past three years. Minneapolis cut 38 positions from its police force last year. The Oregon State Police laid off 129 troopers from its 600-member force. For more information, go to:
http://www.usatoday.com/news/nation/2004-11-28-police-shortages-cover_x.htm

Boston Deciding on Radical Changes in Police Hiring

Boston Police Commissioner Kathleen M. O'Toole is considering radical changes in police hiring that may include eliminating the civil service exam or making it pass-fail. The proposed changes come after a federal court ruling overturning Boston's 30-year-old quota system. O'Toole wants to shift from the city's heavy reliance on the civil service test, which favors white applicants, to focus on more subjective factors, such as background, training, and foreign language skills that would allow the city to hire minority police officers. Boston is also considering two other changes: a revision in the law that gives veterans preference in hiring, which critics say often favors white applicants in Massachusetts, and heavier use of the police cadet program, once a bastion of whites, to attract and train minority applicants. For more information, go to:
http://www.boston.com/news/local/massachusetts/articles/2004/11/28/changes_in_police_hiring/

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Bush Orders Increase in FBI and CIA Hiring

The Bush Administration issued three directives aimed at significantly increasing employment at the CIA, establishing a specialized national security workforce at the FBI, and exploring whether the Pentagon should take over responsibility for paramilitary operations now conducted by the CIA. The Administration directed the CIA to increase the number of fully qualified analysts of intelligence by 50 percent. Bush also ordered the agency to double the number of employees in the agency's directorate of operations (which is responsible for gathering intelligence), the number of officers proficient in mission-critical languages, and the number of officers responsible for research and development to counter the proliferation of weapons of mass destruction. The FBI was ordered to develop a specialized national security workforce. For more information, go to: http://www.govexec.com/dailyfed/1104/112404c1.htm

Atlanta Mayor Vetoed Raises for all but Police Officers

Mayor Shirley Franklin vetoed a 4 percent across-the-board raise the City Council had included in its 2005 budget. Only Atlanta's police officers, however, will get the bigger 4 percent raise, while other city workers - including firefighters - will get only a 1 percent raise. Franklin also vetoed a $3 million appropriation for 100 new police officer positions. For more information, go to: http://www.ledger-enquirer.com/mld/ledgerenquirer/10252453.htm

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Managing Risk and Liability

Risk Management Faces New Challenges

The uncertainty caused by rapid changes in society and shrinking resources is challenging counties as they try to manage their resources and serve their citizens. County attention is increasingly focused on the risks terrorism and criminal acts pose to their infrastructure, personnel and buildings. Dakota County, Minn., is improving building design and security procedures for public facilities and special events; increasing coordination between public safety and other agencies; conducting security audits; revising response protocols; buying new equipment for public safety; and working with adjacent communities and the public health department. Careful management of grant funding available for homeland security issues is critical for risk management. A county that identifies and obtains available grant funding and uses it productively is likely to have positive results. But failure to identify grant opportunities, apply for funding, or use the funding wisely is a waste of available resources. For more information, go to: http://www.naco.org/CountyNewsTemplate.cfm?template=/ContentManagement/ContentDisplay.cfm&ContentID=14069

Programs Help to Curtail Gang Activity

Programs in Huntsville, North Carolina; Phoenix, Arizona; and Colorado Springs, Colorado; have been instituted to help curb gang activities. They are confronting gang activity by mentoring youth who are susceptible to future gang involvement by offering current gang members an out and improving the way law enforcement protects threatened communities. Created with $95,000 in seed money from a federal grant for school-aged children, the Huntsville Program for Gang and Drug Prevention aims to keep young people away from gangs and prevent them from dropping out of school. In Phoenix, laser removal of gang-related tattoos is being offered to youth and adults in exchange for community service and a nominal fee. Police in Colorado Springs have an improved system for protecting their Hillside Community from gang violence. The Problem-Oriented Policing framework works with groups such as the Hillside Neighborhood Association to develop crime prevention and neighborhood watch programs that monitor gang activity and crime. For more information, go to: http://www.nlc.org/Newsroom/Nation_s_Cities_Weekly/Weekly_NCW/2004_11_22/704.cfm

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Law Enforcement Grant News

Department of Homeland Security Announces Over $2.5 Billion in Nationwide Grants

The Department of Homeland Security (DHS) announced the recipients of $1.66 billion in grants to states and an additional $855 million in grants to urban areas to fund first responders and support state and local resources necessary to prevent, respond and recover from acts of terrorism and other disasters. Totaling over $2.5 billion in direct assistance to state and local governments for their preparedness and planning needs, these funds augment the nearly $9 billion already delivered to state and local governments and first responders since the creation of the Department of Homeland Security. Under the state Homeland Security Grant Program, each state, territory and the District of Columbia receives a portion of the $1.66 billion in grants based on a formula consisting of a baseline amount plus the population of the state or territory. The funding is used for equipment, training, planning and exercises. For more information and to access the recipients list, go to:
http://www.dhs.gov/dhspublic/display?content=4185

Research and Evaluation on Community Corrections
Date Due: February 22, 2005

The National Institute of Justice (NIJ) seeks proposals for research and evaluation in all areas of community corrections, including probation, parole, community corrections facilities, and pretrial supervision. Nationally, more than 4.8 million people were being supervised in the community by the end of 2003, representing 70 percent of all persons under correctional supervision. Basic questions remain, however, about how community corrections can be a more cost effective approach to managing offenders that both reduces recidivism and enhances community safety. Successful applicants must demonstrate how the proposed research will advance knowledge, practice, and policy on the supervision of offenders in the community. To access the application, go to:
http://www.ncjrs.org/pdffiles1/nij/sl000693.pdf

2005 Law Enforcement Grants Summit for States and Localities
(April 6-8, Arlington, VA)

State and local law enforcement agencies face fierce competition for ever-changing grants assistance program dollars. Millions of dollars in federal law enforcement assistance are available, but these funds are shrinking while the competition is concurrently expanding. It is crucial to find grants that match agency needs and to acquire the skills to write a powerful and persuasive grant proposal in order to successfully acquire the funding. This in-depth summit features proven tactics utilized by agencies that have been successful in securing considerable federal assistance grants in areas related to equipment, sex crimes response, drug intervention, recruitment, training, technology, forensics, school safety, juvenile justice programs, Homeland Security, border security, port security, and personnel management. At a time when the law enforcement and criminal justice grants arena is experiencing significant development, this summit will arm attendees with timely information to stay ahead of the changes in funding trends and eligibility rules. For more information, go to:
http://www.performanceweb.org/ledc/l166/l166_web.pdf

Spotlight: Kentucky Women's Law Enforcement Network

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The Kentucky Women's Law Enforcement Network (KWLEN) is a statewide organization that provides women a unique opportunity to network with law enforcement professionals, educators, support personnel and individuals seeking law enforcement careers across the state. The mission of the organization, which is open to both men and women, is to create a network to promote career development for the empowerment and unity of its members. Five women, who represented law enforcement and higher education, founded the organization in 1999. It has grown very quickly since it first began with more than 130 current members.

Kentucky's law enforcement community is made up of the mostly small, rural agencies and there are often not many opportunities for women in the field. KWLEN maintains a commitment to help its members grow in professionalism, knowledge, and confidence by sharing the variety of talents and experiences that the organization has to offer. In order to encourage this growth, KWLEN is driven by six central goals:

- Encourage member to set and actively pursue their own goals;

- Create a program for mentoring women in law enforcement;

- Provide a mechanism of advocacy and support for its members to voice concerns and address issues;

- Provide training that will develop its members;

- Establish a network of professional people to be used as a resource for developing skills, professionalism and effective leadership; and

- Assist and support its members in maintaining the balance between their professional and personal lives.

KWLEN is a unique organization in several respects. The organization has a three tiered membership: active law enforcement; retired law enforcement, educators and others interested in the law enforcement profession; and students. It provides mentoring and networking opportunities for current command personnel and law enforcement officers, future law enforcement officers, as well as educators and students. KWLEN also provides training at conferences through a partnership with the Regional Community Policing Institute and promotional and advancement support for its members.

While there are several national organizations for female officers, it is often costly for smaller departments to send their officers to these conferences and functions. Having a statewide organization brings the networking opportunities to officers at agencies in state. To do this, KWLEN offers training and an annual conference for its members. The conferences provide an opportunity for women from law enforcement agencies across the state to meet and discuss issues affecting their profession.

For more information on the Kentucky's Women Law Enforcement Network, go to: www.kwlen.com

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President: Carl DeMaio
Newsletter Editor: Vincent Badolato

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

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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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