Here is your copy of the *Law Enforcement Development Center Newsletter*. We are interested in hearing from you! If your law enforcement agency has started implementing new performance 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 to ensure the continued success of our nation's law enforcement community.

-Carl DeMaio



Date: March 2005

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

Homeland Security Update

Michael Chertoff Takes Over at Homeland Security

Homeland Security Department secretary Michael Chertoff was sworn-in at the Ronald Reagan Building in Washington recently. One of his first tasks will be gaining Congress' support for the administration's planned reorganization of the department's computerized screening and tracking systems. Chertoff has also told Congress that he had launched a top-to-bottom review of the department. To read more, go to: http://www.gcn.com/vol1_no1/daily-updates/35211-1.html

Border and Interior Enforcement Lacking

Current and former government officials told Congress that the nation's border and immigration security suffers from the lack of a comprehensive mission, poor information sharing and coordination between agencies, inadequate resources, inept management and bureaucratic infighting. They described a border and immigration system overwhelmed with illegal, and possibly terrorist, activity, even though the government has pumped billions of

dollars into making reforms since 9/11. The information was presented by five officials testifying before a House subcommittee on whether the department should merge its bureaus of Immigration and Customs Enforcement and Customs and Border Protection. To read more, go to:
http://www.govexec.com/dailyfed/0305/030905c1.htm

Homeland Security Distributes Research Money

Homeland Security officials said they are continuing to build technological capabilities to protect the country. Many systems have been procured - including sensors - but they still do not produce information in a timely manner. DHS has about $1 billion to grant to homeland defense research in fiscal 2005 through the Homeland Security Advanced Research Projects Agency. Nearly 40 percent of that money, about $400 million, is being spent on biodefenses. So far, the agency has awarded 200 contracts out of 7,000 proposals. To read more, go to:
http://www.govexec.com/dailyfed/0305/030205tdpm1.htm

Observations on Final DHS Human Capital Regulations

The Government Accountability Office (GAO) has released a statement from David Walker, Controller General, on human capital regulations at the Department of Homeland Security. GAO believes that the Chief Operating Officer/Chief Management Officer concept could help to elevate, integrate, and institutionalize responsibility for the success of DHS's new human capital system and related implementation and transformation efforts. Second, a key implementation step for DHS is to assure an effective and on-going two-way communication effort that creates shared expectations among managers, employees, customers, and stakeholders. Last, DHS must ensure that it has the institutional infrastructure in place to make effective use of its new authorities. To access this report, go to:
http://www.gao.gov/new.items/d05391t.pdf

Performance Management in Policing

Maryland Lays Groundwork to Merge First-Response Systems Statewide

Maryland IT officials state that federal agencies must help their state and local counterparts establish interoperable systems for emergency communications in a recently completed a state plan to address communications interoperability issues. In the works for more than a year, the plan includes both recommendations for short-term steps to improve communications and long-term strategies for more sweeping solutions. Gov. Robert Erhlich Jr. has included $11 million in his fiscal 2006 budget for interoperability, and the first phase of the plan calls for a total of $20 million to $30 million to be spent over the next six years. To read more, go to:
http://www.gcn.com/24_5/news/35232-1.html

Police Camera Leads to Arrests in Chicago

A police sergeant watching video monitors at the city's 911 Center in the West Loop saw a crime happening in the moment--captured by one of the department's surveillance camera pods. The officer called the closest police district to report the illegal drug buys, and minutes later, officers were on the street making arrests. By the end of the year the department plans to more than double the number of bulletproof camera pods mounted in high-crime neighborhoods to 80. Eventually all of them will stream live video to the 911 Center. Police originally said the main purpose of the cameras was to deter crime. With the new technology, the cameras will play an increasing role in

making arrests. To read more, go to: http://www.chicagotribune.com

Crime and Victimization in the Three Largest Metropolitan Areas

The Bureau of Justice Statistics (BJS) released a report that examines burglary, robbery, and aggravated assault in the metropolitan areas of New York City, Chicago, and Los Angeles to assess changes in reporting to the police over time. The report Compares crime estimates for those crimes and areas from National Crime Victimization Survey, a household survey that records reported and unreported crimes, and the Uniform Crime Reports, submitted to the FBI from local law enforcement agencies based on citizen reports. To access this report, go to: http://www.ojp.usdoj.gov/bjs/abstract/cv3lma98.htm

Managing Calls to the Police with 911/311 Systems

The National Institute of Justice (NIJ) released a report on implementing a 311 call system can help police better manage citizen calls and determine the appropriate response. Researchers found that given an effective public information campaign, citizens will divert most nonemergency calls from 911 to 311. But capitalizing on this major change in citizen reporting requires careful planning and organizational changes. This report summarizes the researchers' key findings and recommendations, with practical considerations for police officers and managers. To access this report, go to: http://www.ojp.usdoj.gov/nij/pubs-sum/206256.htm

Emergency Communications Summit 2005
June 13-14, Arlington, VA

The ability of public safety agencies to effectively communicate in real time is crucial. Interoperable wireless communications must be upgraded in order for first responders to function. However, major problems such as incompatible computer communications systems; inconsistent and inadequate funding; insufficient personnel working toward interoperability; and lack of information sharing make achieving the goal of communications systems interoperability a daunting task. This summit will deliver solutions for public safety agencies that need to build, upgrade, enhance or replace their wireless communications system. Attendees will learn how to design and implement their communications plan and maintain a common operating picture to ensure accessibility and interoperability. For more information or to register, go to: http://www.performanceweb.org/CENTERS/Law_Enforcement/Events/L149/L149.htm

Officer Recruitment, Retention, and Training

State and Local Law Enforcement Training Academies

The Bureau of Justice Statistics (BJS) released a report on state and local law enforcement training academies. The report presents data on personnel, facilities and resources, trainees, and training curricula of law enforcement academies in the United States, from the 2002 Census of Law Enforcement Training Academies. This is the first survey of training academies ever conducted by BJS. All academies that provide basic law enforcement training are included. Special topics include training related to terrorism, community policing, and racial profiling. To access this report, go to: http://www.ojp.usdoj.gov/bjs/abstract/slleta02.htm

2005 National Summit on Law Enforcement Diversity Recruitment
May 11-12, Arlington, VA

The role of diversity management in law enforcement is more important today than ever. Recruiters are tasked with identifying and selecting the best and brightest, keeping a specialized workforce and molding diverse members of the 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. This summit will ensure that recruiters are up-to-date on the latest information and methods of selection, recruitment and innovative staff development and training. For more information or to register, go to: http://www.performanceweb.org/CENTERS/Law_Enforcement/Events/L173/L173.htm

Managing Risk and Liability

San Francisco Uses Fire Trucks to Deter Crime

San Francisco Mayor Gavin Newsom suggested that the city park fire trucks and their crews on streets in violence-prone neighborhoods to deter crime. He suggests that a criminal would be less likely to shoot someone in front of a firefighter. His idea is to pull the firefighters out of their firehouses, where they're stationed when not responding to fires and medical emergencies, and plant them in their rigs nearby -- visible to the public. There are 43 fire stations in San Francisco. Newsom proposed the idea in response to a recent surge in homicides in the city. There have been 19 so far this year, compared with 13 by this time in 2004. To read more, go to: http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2005/03/08/BAG5DBLSOD1.DTL

Houston Police Chief Claims Race-Profile Data Often Misleading

Houston police chief Harold Hurtt called for changes to the state's racial profiling law to eliminate data he said tend to skew the numbers after he released figures showing blacks and Hispanics were more likely than whites to be stopped by Houston police last year. Of 785,000 people stopped by Houston police last year, 36 percent were black, 31 percent were Hispanic and 29 percent were white. Those numbers largely mirror 2003 data. Hurtt said the 2004 statistics reflect that "high-crime" areas will continue to receive the bulk of the department's attention. To read more, go to: http://www.chron.com/cs/CDA/ssistory.mpl/topstory/3073229

California Police Say Limiting Chases Brings Benefits

State and local governments that have limited police pursuits have sharply cut innocent deaths, including in Los Angeles. California recorded 7,171 pursuits in 2003 resulting in 51 deaths, 18 of which were innocent bystanders, according to the most recent statistics from the California Highway Patrol and National Highway Traffic Safety Administration. The legal immunity that California uniquely grants police when pursuits go wrong has helped make the state by far the national leader in chases, injuries or deaths. Some officials claim that limiting chases will decrease the level of injuries associated with them. Los Angeles County adopted one of the nation's most restrictive pursuit policies in 1998, limiting chases to instances where there has been a felony crime committed, a misdemeanor crime involving a weapon, or suspected drunken drivers who are an obvious road hazard. To read more, go to: http://www.officer.com/article/article.jsp?id=22162&siteSection=1

Law Enforcement Grant News

Challenges Remain in Management of First Responder Grant Program

The Office of Domestic Preparedness (ODP) ODP has established and refined grant award procedures for states and localities to improve accountability in state preparedness planning. For fiscal years 2002 and 2003, ODP developed procedures and guidelines for awarding statewide and urban area grants to states and for determining how states and localities could expend funds and seek reimbursement for first responder equipment or services. ODP gave states flexibility by allowing them to determine how grant funds were to be managed and distributed within their states. ODP also took steps to improve grant oversight procedures. Finally, ODP has begun drafting national preparedness standards to identify and assess gaps in first responder capabilities on a national basis. Nevertheless, the ability of states and localities to spend grant funds expeditiously was complicated by the need to adhere to various legal and procurement requirements. ODP is identifying best practices to help states address the issue. To read this report, go to: http://www.gao.gov/new.items/d05121.pdf

Justice Assistance Grant (JAG) Program
Application Due: March 31

The Edward Byrne Memorial Justice Assistance Grant Program will allow states and local governments to support a broad range of activities to prevent and control crime and to improve the criminal justice system. JAG replaces the Byrne Formula and Local Law Enforcement Block Grant (LLEBG) programs with a single funding mechanism that will simplify the administration process for grantees. The procedure for allocating JAG funds is a formula based on population and crime statistics in combination with a minimum allocation to ensure that each state and territory receives an appropriate share. Traditionally, under the Byrne Formula and LLEBG Programs, funds were distributed 60/40 between state and local recipients. This distribution will continue under JAG. To access the application and kits, go to:
http://www.ojp.usdoj.gov/BJA/grant/jag.html

Community-Based Problem-Solving Criminal Justice Initiative
Application Due: April 14

The Community-Based Problem-Solving Criminal Justice Initiative's purpose is to improve court and community outcomes and reduce recidivism. Under this initiative, the applicant will: (1) ensure offenders' access to services and treatment if necessary; (2) develop alternatives to incarceration of nonviolent offenders through an early diversion process; and (3) implement problem-solving dockets within the trial courts of general or tribal jurisdictions. To access the application, go to: http://www.ojp.usdoj.gov/BJA/grant/05PSCsol.pdf

Action Partnerships with Membership and Professional Organizations
Application Due: April 21

The goal of this cooperative agreement is to develop or improve the capacity of members of national professional and membership organizations to advance victims' rights and improve victims' services. In support of this goal, The Office for Victims of Crime (OVC) invites proposals from organizations, including faith-based and community organizations, that wish to expand, enhance, or develop services for crime victims, or to infuse enhanced awareness and understanding of crime victims' issues into their organizational activities. Organizations whose members frequently work with crime victims should consider enhancing their existing outreach efforts to crime victims or developing and disseminating advanced training or information to increase their members' ability to respond to victims of crime. To access the application, go to:
http://www.ojp.gov/ovc/fund/pdftxt/FY05actionpartnerships.pdf

2005 Law Enforcement Grant 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. Not being up-to-date on the latest methods of attracting funds brings 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. 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 summit will equip attendees with effective strategies for identifying, applying for, and winning grants in law enforcement. For more information or to register, go to: http://www.performanceweb.org/CENTERS/Law_Enforcement/Events/L166/L166.htm

Spotlight: Colorado Integrated Criminal Justice Information System

The Colorado Integrated Criminal Justice Information System (CICJIS) is an integrated computer information system that links five state-level criminal justice agencies - law enforcement, prosecution, courts, adult corrections and juvenile corrections - to create one virtual criminal justice information system. This enables all criminal justice agencies to track offenders through the criminal justice system from arrest and prosecution to adjudication and incarceration. The CICJIS agencies and applications include: Colorado Department of Public Safety, Colorado Bureau of Investigation; Colorado District Attorneys Council; Colorado Judicial Branch; Colorado Department of Corrections and; Colorado Department of Human Services, Division of Youth Corrections.

A review of the business information flow between the agencies highlighted numerous problems and inefficiencies with the entire system. These problems included, but were certainly not limited to the following items:

- Redundant data collection by all agencies and departments
- Incomplete and untimely data collection based on paper rather than transferring information electronically
- Processes that relied on phone conversations or on-site visits to gather data which could be electronically shared
- Failure to use a unique common identifier for incidents and offenders
- Inability to get a current status of offenders in the system without separately querying each of the existing department databases
- Inconsistent and unreliable data between the systems because a lack of a common data dictionary
- Inconsistencies between paper files and computer databases within and between agencies

CICJIS addresses these inefficiencies without forcing departments and agencies to abandon their existing systems. The CICJIS network and middleware link the existing agency databases/platforms and give users the appearance of querying one database, when in reality they are querying five. The network features are transparent to the user. The CICJIS network handles real time event driven data transfers, data extracts, and queries between systems. CICJIS allows the data to be entered only once by the originating agency and to be automatically updated in the other systems where appropriate. CICJIS is a virtual database because it provides access to information contained on each of the five systems without unnecessary data duplication between the agencies' legacy systems. Through the use of a three-tier, middleware architecture, a user on any of the five systems can view information contained on another system as if it were stored locally. Transparent, real-time access to criminal justice information is the ultimate goal of CICJIS.

To accomplish this, CICJIS performs two core functions: real-time transfer of shared data and interactive access to data stored on remote systems.

Data Transfers

The criminal justice system relies upon common data to track offenders through the process. Historically, each agency developed its own information systems to meet its unique business needs. Much of the data was required by all and was re-keyed into each system. CICJIS eliminates the need for redundant data entry of this common data through the use of real-time data transfers. Legacy systems have been modified to trigger data transfers at key stages in the process. Arrest information is transferred to the prosecutors and courts when an offender is fingerprinted. Charges are filed electronically by the prosecutors with the courts. Sentence data is automatically transferred to adult and juvenile corrections. Sharing data is the foundation of CICJIS because it has compelled standardization of the format and content of data across all of the systems.

Queries

Each agency's information system evolved over many years to meet its own unique needs. While each contains detailed data unique to its business, none provides a complete view of the entire system. Queries provided by CICJIS fulfill this function and enable users on any system to view information stored on another system. Each system presents these queries to their users as if they were an extension of their own system. This provides the end-users with an interface to this information that reflects the look and feel of their own system. CICJIS also provides a central name index that consolidates information from all five agencies. The index contains basic identification information and serves as a pointer to information contained on the five legacy systems. Since each agency has its own unique identifiers, the central index provides the keys necessary to find data throughout the system.

For more information on the Colorado Integrated Criminal Justice Information System, go to:
http://www.state.co.us/gov_dir/cicjis/

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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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