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Here is your copy of the *Law Enforcement Development Center Newsletter*. The National Incident Management System (NIMS) and other federal mandates continue to evolve and many state and local services are showing their commitment to advancing their emergency preparedness. In fact, the Spotlight section highlights the California Office of Emergency Services, whose director, Henry Renteria, was awarded with the Intergovernmental Cooperation award for spearheading the development of the Statewide Emergency Management Strategic Plan.

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.

-Carl DeMaio



May 2005

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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

Achieving Management Integration at DHS

The Government Accountability Office (GAO) released a report on management challenges at the Department of Homeland Security (DHS). Significant management challenges exist for DHS as it merges the multiple management systems and processes from its 22 originating agencies in functional areas such as human capital and information technology. GAO was asked to identify opportunities for DHS to improve its management integration. GAO recommends that the Secretary of DHS: (1) develop an overarching management integration strategy, and (2) provide its Business Transformation Office (BTO) with the authority and responsibility to serve as a dedicated integration team and help develop and implement the strategy. To access this report, go to: http://www.gao.gov/new.items/d05139.pdf
For an overview of DHS management challenges go to: http://www.gao.gov/new.items/d05573t.pdf

Private Sector Partnerships Key to Managing Risks

Homeland Security Secretary Chertoff addressed business leaders at New York University. He states that, "We must calibrate an approach to security that incorporates prevention and protection into our lives in a way that respects our liberty and our privacy, and fosters our prosperity. Risk management is fundamental to managing the threat, while retaining our quality of life and living in freedom. Risk management can guide our decision-making as we examine how we can best organize to prevent, protect against, respond and recover from an attack." For that reason, the Department of Homeland Security is working with state, local, and private sector partners on a National Preparedness Plan to target resources where the risk is greatest." To access a transcript of this speech, go to: http://www.dhs.gov/dhspublic/interapp/speech/speech_0249.xml

Improvements to Planning Process Would Enhance Usefulness and Accountability

GAO released a report that assesses the extent to which DHS's planning process and documents address required elements of the Government Performance and
Results Act of 1993 (GPRA) and other good strategic planning practices and reflect its homeland and non-homeland security mission responsibilities. To make DHS a more results-oriented agency and allow for public oversight and accountability, GAO recommends that the Secretary ensure that (1) DHS consult directly with external stakeholders, including Congress, federal agencies, state and local governments, and the private sector, in its next strategic planning process and (2) DHS's next strategic plan includes a description of the relationship between annual performance goals and long-term goals, as required by GPRA, and adopt a number of good strategic planning practices. To access this report, go to: http://www.gao.gov/new.items/d05300.pdf

Homeland Security Agency Evaluates Border Needs

The U.S. Border Patrol is doing a comprehensive assessment of every mile of the nation's borders to determine what resources and personnel it needs. While the assessment is being done, the Border Patrol will continue an aggressive campaign to gain control over an outlaw area in western Arizona that has been overrun with drug smugglers and illegal immigration, regardless of how long it takes. The effort, called the Arizona Border Control Initiative, requires an infusion of 534 more Border Patrol agents and a doubling of aviation assets this year. Arizona is considered the weakest part of the southern border. To read more, go to:
http://www.govexec.com/dailyfed/0505/050605c1.htm

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New York City Mayor Orders Police, Fire to Work Together Under Protocol

A day after police and fire officials clashed over how to respond to biological, chemical or radiological attacks, Mayor Michael Bloomberg warned that anyone who doesn't follow the city's new emergency protocol will be out of a job. He did not say he planned to fire Peter Hayden, chief of the fire department, who spoke out against the emergency plan adopted last month. Bloomberg allowed that there are "differences of opinion" but said he expected agencies in his administration to work together and follow the decisions that the mayor has made. To read more, go to: http://www.officer.com/article/article.jsp?siteSection=8&id=23542

Public Health Homeland Security Summit 2005
July 7-8, Arlington, VA

Since the devastating terrorist attacks on America, the United States has intensified its stance in every aspect of providing a safe and secure environment for its citizens. This event is crafted and tailored to meet the critical education needs of the public health community, highlighting key elements of crafting incident management systems for medical affiliates. Attendees will learn how to stay aligned with the National Incident Management System's (NIMS) current and future mandates, apply combined capability to defeat public health disasters, and develop concise public communication and education. For more information or to register, go to: http://www.performanceweb.org/CENTERS/Law_Enforcement/Events/L169/L169.htm

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Performance Management in Policing

Criminal Aliens Incarcerated in Federal, State and Local Prisons

The Government Accountability Office (GAO) recently released a correspondence with information on criminal aliens incarcerated in the United States. Specifically, the correspondence addresses the number of criminal aliens incarcerated recently, the countries of origin of these criminals, and the estimated cost of incarcerating illegal criminal aliens at the federal, state, and local levels. The correspondence includes briefing slides on the study. To access this, go to: http://www.gao.gov/new.items/d05337r.pdf

GAO also released a detailed report with information on the criminal history of illegal aliens in US prisons. To access this report, go to: http://www.gao.gov/new.items/d05646r.pdf

Operation FALCON: Federal and Local Cops Organized Nationally

Operation FALCON is a nationwide fugitive apprehension operation coordinated by the United States Marshals Service (USMS). The resources of federal, state, city and county law enforcement agencies are combined to locate and apprehend criminals wanted for crimes of violence. Operation FALCON was conducted April 4, 2005 through April 10, 2005 across the United States and its Territories. The emphasis centered on gang related crimes, homicides, crimes involving use of a weapon, crimes against children and the elderly, crimes involving sexual assaults, organized crime and drug related fugitives, and other crimes of violence. For more information, go to: http://www.usmarshals.gov/falcon/index.html

Resources for Enhancing Sex Offender Management Strategies

The Bureau of Justice Assistance (BJA) provides training and technical assistance in the area of sex offender management through the Center for Sex Offender Management. The menu of training and technical assistance

services include: 1) training for probation and parole officers and law enforcement on adult and juvenile supervision practices; 2) training supervision and treatment staff on the utility of various risk assessment instruments; 3) training jurisdictions on enhancing their victim-centered approaches to sex offender management; 4) describing best practices in notification and registration; and 5) detailing emerging issues in the civil commitment arena; 6) assessing the sex offender management practices in states and local jurisdictions and identifying potential gaps in their existing systems; and 7) providing ongoing training to a host of system stakeholders on the comprehensive approach to sex offender management. To access additional information on resources, go to: http://www.ojp.usdoj.gov/BJA/grant/SexOffenderStrategy.pdf
To access a "hot topic" brief on sex offenders, go to: http://www.ojp.usdoj.gov/BJA/grant/SOMHotTopic.pdf

Managing a Multijurisdictional Case

An Office of Justice Program, BJA-supported publication, has been released by the Police Executive Research Forum (PERF). The report details a number of "lessons learned" and recommendations on how other police agencies can prepare for high-profile crimes that involve multiple jurisdictions. It is based on the experiences detailed by more than 100 individuals closest to the DC sniper case, as well as focus groups and extensive information collection efforts. To access this report, go to: http://www.ojp.usdoj.gov/BJA/pubs/SniperRpt.pdf

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

2005 California Emergency Response and Preparedness Summit
July 18-19, San Diego, CA

California’s public safety agencies face very unique challenges in their efforts to ensure the safety of the populace. This state occupies 155, 959 square miles which encompasses barren deserts, lush fertile valleys, picturesque coastal regions as well as several large metropolises. Recent fires, storms, mudslides and homeland security threats reinforce the need for effective emergency planning and incident management. However, shifting mandates and funding streams coupled with the growth and maturity of NIMS and the National Response Plan certainly complicate efforts. 2005 California Emergency Response and Preparedness Summit will provide strategies to improve California emergency planning, preparedness, management and recovery efforts. Attendees will emerge with tools to implement NIMS and get the most up-to-date innovative incident management and emergency response techniques. For more information or to register, go to:
http://www.performanceweb.org/CENTERS/Law_Enforcement/Events/L174/L174.htm

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Officer Recruitment, Retention, and Training

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Senators Sponsor Plan to Hire 50,000 Cops Nationwide

U.S. Senator Dianne Feinstein announced that she is cosponsoring legislation introduced by Senator Joseph R. Biden, Jr. (D-Del.) and 34 other Senators to enable local police departments to hire 50,000 additional cops by extending the Community Oriented Policing Services (COPS) program through 2011. Since it was created as part of the 1994 Crime Bill, the COPS program has funded the hiring of 118,000 police officers nationally, including 15,801 in California. COPS funds can be used to hire community police officers and purchase new crime- fighting equipment for police departments. The legislation would provide $1.15 billion to hire 50,000 new police officers, assist police departments in purchasing high- tech crime fighting tools such as cameras in patrol cars and DNA analysis equipment, and help local prosecutors' offices hire community prosecutors who interact closely with the people they serve. For more information, go to: http://www.officer.com/article/article.jsp?id=23337&siteSection=1

Pennsylvania Troopers' Union Head Urges Caution in Station Closings

The head of the state police troopers' union said that the Rendell administration should move cautiously in considering whether to close some stations as a cost-saving move. Sgt. Bruce A. Edwards, president of the Pennsylvania State Troopers Association, told the Pennsylvania House Judiciary Committee that closures could result in troopers living longer distances from their assigned stations and taking longer to respond to emergency calls. Edwards was responding to recent remarks by the state police commissioner, Col. Jeffrey Miller, who told a legislative committee that as many as 27 of the 81 stations could be affected. To read more, go to: http://www.officer.com/article/article.jsp?id=23433&siteSection=1

Managing Risk and Liability

Contacts between Police and Public: Findings from 2002 National Survey

This report presents data on the nature and characteristics of contacts between residents of the U.S. and the police over a 12-month period. Findings are provided from a nationally representative survey of nearly 80,000 residents age 16 or older. Detailed information is presented on face-to-face contacts with the police, including the reason for and outcome of the contact, resident opinion on police behavior during the contact, and whether police used or threatened to use force during the contact. The report provides demographic characteristics of residents involved in traffic stops and use-of-force encounters and discusses the relevance of the survey findings to the issue of racial profiling. To access this report, go to: http://www.ojp.usdoj.gov/bjs/abstract/cpp02.htm

2005 National Gang Threat Assessment

The purpose of the 2005 National Gang Threat Assessment is to provide a national and regional picture of the threat posed by gangs. It is anticipated that this document will help federal, state, and local policymakers and law enforcement administrators to better understand the dimensions of the gang problem and assist them in formulating policy and allocating resources most wisely. The National Alliance of Gang Investigators Associations (NAGIA), with funding and guidance from the Bureau of Justice Assistance and its partner agencies within the Department of Justice including the Bureau of Alcohol, Tobacco, Firearms, and Explosives, the Federal Bureau of Investigation, and the National Drug Intelligence Center, conducted this threat assessment and prepared this report. To access the report, go to:
http://www.ojp.usdoj.gov/BJA/what/2005_threat_assesment.pdf

Technology Enhances Kansas Communication and Improves Officer Safety

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Leawood, Kansas, Police Department has deployed a mobile wireless technology solution - powered by 20 Panasonic Toughbook laptops - in its patrol cars and other marked vehicles. The Toughbook-73 laptops have increased information sharing capabilities and improved officer safety by providing greater visibility and coordination between the Leawood Police Department and officers from surrounding counties' police departments. At the same time, the technology has improved officers' productivity by allowing them to complete reports in the field, freeing up more time for patrolling the streets. To read more, go to: http://www.officer.com/article/article.jsp?siteSection=9&id=23338

2005 National Summit on Eliminating Gang Violence
June 20-21, Arlington, VA

Gang-related homicides in the United States are up 50 percent from 1999. While the problem of gangs once only occupied major metropolitan areas, today gang violence does not make distinctions along socio-economic lines. Gangs have increasingly spread throughout communities nationwide, drawing members from all walks of life. By assessing the role of gang activity in the community, developing a community-based approach to reducing gang violence, and 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/CENTERS/Law_Enforcement/Events/L182/L182.htm

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Law Enforcement Grant News

DHS Announces Over $9.5 Million in Grants to Secure Intercity Bus Programs

The U.S. Department of Homeland Security announced $9,657,138 in intercity bus security grants. The Intercity Bus Security Grant Program (IBSGP) enhances security for the millions of passengers who travel using our nation’s buses on a daily basis. The announcement places a strong emphasis on providing resources that will help intercity bus systems better prevent and detect possible explosive devices, as well as chemical, biological, radiological and nuclear agents. The program offers funding to support passenger and baggage screening, enhance bus facility security, improve systems to better monitor, track and communicate with vehicles and, conduct training and exercises. Grant recipients will be selected on the basis of a competitive application process. For more information, go to: http://www.dhs.gov/dhspublic/display?content=4477

Antiterrorism/Emergency Assistance Program for Terrorism/Mass Violence Crimes
Deadline: contingent upon fund availability

The Office for Victims of Crime (OVC) issues this application to assist applicants seeking financial assistance, training, and technical assistance for the Antiterrorism and Emergency Assistance Program. This program has been designed to provide timely assistance to jurisdictions to address victim needs in the aftermath of an act of terrorism or mass violence. This application may be used to apply for funds for only two situations: To compensate and assist victims of terrorism and mass violence that occur within the United States, and to assist victims of terrorism and mass violence that occur outside the United States. To access this application, go to: http://www.ojp.usdoj.gov/ovc/fund/pdftxt/antiterrorapplication.pdf

Helping Outreach Programs to Expand Grant Program
Deadline: contingent upon fund availability

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The U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime (OVC) will provide up to $5,000 in funding to grassroots community- and faith-based victim service organizations and coalitions to improve outreach and services to crime victims, through support of program development, networking, coalition building, and service delivery. Funds may be used to develop program literature, train advocates, produce a newsletter, support victim outreach efforts, and recruit volunteers. For more information, go to: http://www.ojp.usdoj.gov/ovc/fund/expandingoutreach/welcome.html

The Effects of Shift Work Schedules on Police Officer Health, Safety, Performance and Quality of Life
Deadline: June 7, 2005

The National Institute of Justice (NIJ) is soliciting research to examine the influence of shift schedules and shift assignment policies on the safety, health, and performance of police officers in the United States. By informing police administrators about the relative risks and benefits of different shift schedules and shift assignment policies, this research will improve their ability to manage shift work and reduce the negative consequences of fatigue and stress on police officers and their families. For more information on this grant, go to: http://www.ncjrs.org/pdffiles1/nij/sl000702.pdf

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Spotlight: California Governor's Office of Emergency Services

The California Office of Emergency Services (OES) system of emergency management is among the most highly developed in the United States. The OES mission is to ensure the state is ready and able to mitigate against, prepare for, respond to, and recover from the effects of emergencies that threaten lives, property, and the environment. OES coordinates the activities of all state agencies relating to preparation and implementation of the State Emergency Plan. OES coordinates the response efforts of state and local agencies to ensure maximum effect with minimum overlap and confusion. Additionally, OES coordinates the integration of federal resources into state and local response and recovery operations. OES accomplishes this mission with programs and outreach efforts that assist local and state government in their emergency management efforts through four phases.

Preparedness

OES assists local governments and state agencies in developing their emergency preparedness, response, recovery and mitigation plans, for terrorism, earthquakes, floods, fires, hazardous material incidents, nuclear power plant emergencies, and dam breaks in accordance with the California Standardized Emergency Management System (SEMS) and the State Emergency Plan. Assistance ranges from the review of local plans to the participation in and monitoring of drills and exercises. OES also maintains the State Emergency Plan--the foundation for coordination and implementation of the State agencies' response.

Response

OES coordinates the State response to major emergencies in support of local government. The primary responsibility for emergency management resides with local government. Local jurisdictions first use their own resources and, as they are exhausted, obtain more from neighboring cities and special districts, the county in which they are located, and other counties throughout the state through the Statewide Mutual Aid System. In California, SEMS provides the mechanism by which local government requests assistance. OES serves as the lead agency for mobilizing the State's resources and obtaining federal resources; it also maintains oversight of the State's mutual aid system.

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During an emergency, OES coordinates the State's response efforts. It is also responsible for collecting, verifying, and evaluating information about the emergency, facilitating communication with local government and providing affected jurisdictions with additional resources when necessary. If necessary, OES may task state agencies to perform work outside their day-to-day and statutory responsibilities.

Recovery

OES manages statewide disaster recovery and mitigation and provides assistance to local governments and individuals impacted by disasters. OES has the regulatory responsibility to act as the grantee for federally funded disaster assistance programs, as grantor for the California Disaster Assistance Act, and coordinates recovery assistance for individuals, businesses and the agricultural community. OES performs extensive liaison activities with local, state, and federal agencies, legislators, various volunteer and non-profit organizations, as well as the general public in accordance with the State Emergency Plan, Administrative Orders and consistent with its state and federal legislative mandates.

Mitigation

OES also administers the federal hazard mitigation programs through the state Hazard Mitigation Officer. OES is responsible for the development and implementation of the state Hazard Mitigation Plan and is extensively involved in the support of hazard mitigation planning activities of local government and other state agencies.

The American Society for Public Administration (NAPA) has recognized OES Director Henry Renteria with the distinguished Intergovernmental Cooperation award for spearheading the development of the Statewide Emergency Management Strategic Plan. Renteria built a task force made up of 20 agencies representing all levels of government. They have worked together for months to develop a draft, which is available for review and comment online. The task force has actively sought the input of all OES' emergency management partners in state, local, tribal and federal government, as well as volunteer organizations, the private sector, and the public. They include law enforcement, emergency management and emergency medical professionals.

The Standardized Emergency Management System (SEMS), Mutual Aid System, and cooperation among all levels of government and with the private sector have enabled California to respond effectively to natural and human-caused emergencies and disasters. The final emergency plan will provide a road map to be followed as California's emergency management community adapts to evolving changes. It will address federal requirements for the National Incident Management System (NIMS). It will also identify organizational changes needed as a result of the Federal Response Plan being replaced with the National Response Plan.

For more information on California's Office of Emergency Management, go to:
http://www.oes.ca.gov/Operational/OESHome.nsf/1?OpenForm

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.

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