I'm enclosing this month's edition of the Law Enforcement Development Center's e-newsletter. Law enforcement agencies are facing tough financial times as federal assistance funds are pulled out of their budget. As a result, agencies must keep up-to-date on the latest management and operations practices through improved planning and performance management.

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

February 2004

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Homeland Security Update

DHS To Phase in HR System Gradually

Undersecretary of Management Janet Hale told DHS employees the new personnel system for the

Homeland Security Department would be phased in gradually. Hence most of the 180,000 employees will not be affected until late 2005. This will allow the department time to design and install the new system and train management employees. Proposed rules for the personnel system are expected to be made final by mid-April. Employees were assured that the transition to the new system would not cause anyone to lose his or her job or suffer cuts in pay or benefits. Currently, Homeland Secretary Tom Ridge and OPM Director Kay Coles James are reviewing 52 options for various personnel programs, such as those to compensate, train, categorize and promote employees, and those to address workplace grievances. To view this article go to:
http://federaltimes.com/index.php?S=2510204

DHS Criticized for Its Efforts

In a recent report, critics says that even if the nation is more secure now than on Sept. 11, 2001, the bar for security has been set too low. Gaps in our homeland security continue to exist. Leadership from the executive branch has not been adequate. They pointed to the nation's cyber-infrastructure that is not adequately protected, and the use of IT in its own operations that is not effective. The report, "America at Risk: The State of Homeland Security," also found inadequate funding and oversight in intelligence, safeguarding of nuclear material, aviation security, border and port security, chemical plant security, bioterrorism and first-responder preparedness. To view this article go to:
http://www.gcn.com/vol1_no1/homeland-security/24652-1.html

Cities Not Receiving Homeland Security Funds

The U.S. Conference of Mayors released an updated survey that found that out of 215 cities, 76 percent have yet to receive any of the $1.5 billion in federal homeland security funds designated for "first responder" teams such as police and fire departments. Under current law, those funds are sent to state governments to be passed along. Local officials have complained much of the money has been stalled in state capitols while many fire and police departments continue to lack critical equipment and training. Senator Hilary Clinton's proposed a legislation that would force federal security officials to send much of that money directly to cities. To view this article go to:
http://www.newsday.com/news/local/wire/ny-bc-ny--sen.clinton-mayor0123jan23,0,1098238.story?coll=ny-ap-regional-wire

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Performance Management in Policing

Keokuk City Police Department Downsized

The Keokuk City Council, IA, decided to downsize the police department to help reduce a projected $1.2 million deficit in the city's general fund. Concessions will be made so the city can stay afloat and still provide quality law enforcement. The city will save about $115,000 by paying family health insurance coverage as an early retirement incentive for Major Gary Ramaker and Lt. Lennie Etter until they reach age 65 and eliminating the position of patrolman Troy Dameron. None of the three will be replaced. The moves will reduce the number of police department personnel from 26 to 23 and cut the number of shifts from four to three. In addition, the DARE program will be phased out and some community policing will be cut. Under the police department's restructuring, the rank of deputy chief or major will be abolished in

favor of the rank of assistant chief at a lower salary. The downsizing will also cut the number of uniformed officers from 20 to 17, the lowest number in decades. To view this article go to:
http://www.dailygate.com/articles/2004/01/19/news/news1.txt

Providence Mayor Calls Police Chief 'The Best Police Chief in America'

After a year of being appointed, Providence Mayor Cicilline still calls Dean Esserman "the best police chief in America." Esserman was hired as Police Chief to run a dysfunctional Providence Police Department. "I hired him to be a leader, to bring professionalism and national attention, and to restore integrity to the department," the mayor said. The largest police force in the state had a reputation for being in the back pocket of City Hall. The community didn't trust the police. The police didn't trust each other. He was the fourth chief in two years. However, he turned the department around, ended corruption and raised morale. To view this article go to:
http://www.policeone.com/policeone/frontend/parser.cfm?object=News&operation=full_news&id=78824

2004 National Summit on Performance & Cost Management Innovations for Law Enforcement Agencies (March 11-12, 2004)

As a result of the impending end of the 9-year old Community Oriented Policing Services (COPS) program, and studies showing that crime rates are on the rise again, law enforcement agencies are being left with increasing crime problems as federal assistance funds are pulled out of their budget. To aid agencies in countering this alarming change in funding availability, the Performance Institute will host a conference featuring leaders in performance and cost management. The conference will show agencies how to maximize the funding available in the wake of this shocking change of events. For more information go to:
http://www.performanceweb.org/ledc/perfcostmgmt/costmgmt.htm

Officer Recruitment, Retention, and Training

Creating a Model Program for Recruiting and Selecting “Service-Oriented” Individuals

There are increasing challenges to recruit quality candidates for law enforcement like the continued competition for the best candidates and tightening of budgets and resources. At the “2003 National Summit on HR in Law Enforcement,” the Department of Justice’s Kenneth Howard suggested that police leaders need to identify the qualities they are seeking in candidates, adjust recruitment strategies appropriately, convey the right message, and modify selection procedures. To view this presentation go to:
http://www.performanceweb.org/pi/research/newsletters/ledc/Howard_spirit.pdf

Police Training Funds Tight in South Dakota

South Dakota legislators are not willing to provide the estimated $800,000 or so in extra funds that may be needed through the next budget year for police training. The House Appropriations Committee instead for a bill, HB1053,that would supply $405,000 by boosting some court fees. This law would add $3 onto the special $27 fee currently paid in addition to other penalties for violations of state and local laws.

Money from those fees helps fund training of law officers. It also is used to support state criminal investigations and train court employees and prosecutors. To view this article go to: http://www.aberdeennews.com/mld/aberdeennews/news/7895943.htm

Fairfax County Looks for New Police Chief

In light of the Fairfax County police chief's departure, county officials said they will search nationally for a replacement but acknowledged a strong pool of internal candidates. Every chief since the modern department was formed in 1940 has been hired from within the ranks, even after the supervisors conducted extensive national searches. But the exit of J. Thomas Manger, 49, could create an opportunity for a minority chief who would reflect the diversity of a county that counts one in three foreign-born residents among its population of one million. A female or minority chief may be a good candidate, perhaps with knowledge of foreign languages or experience working with immigrant communities. To date, the county's police chiefs have all been white men. To view this article go to: http://www.washingtonpost.com/ac2/wp-dyn?pagename=article&node=&contentId=A60300-2004Jan6&notFound=true

2004 National Conference on Law Enforcement Diversity Recruitment (April 5-7, Arlington, VA)

The role of diversity management in law enforcement is more important today than ever before. You are tasked with recruiting and selecting the best and brightest for your agency, keeping that specialized workforce and molding diverse members of your 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. The Performance Institute is hosting this conference to ensure that you are up-to-date on the latest information and methods of selection, recruitment and innovative staff development and training,. For more information go to: http://www.performanceweb.org/ledc/L151/l151.htm

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Managing Risk and Liability

Justice Department Orders Prince George's County Police Sweeping Reforms

After a four-year civil rights investigation into allegations of police brutality in Prince George's County, the Department of Justice ordered sweeping reforms to the suburban Washington police agency that is well known for its excessive use of force. The agreement, between the Justice Department and Prince George's County Police, require the 1,400-officer force to adopt new policies on the use of police dogs and firearms and a tougher system of review for alleged misconduct and shootings by officers. Federal officials and an independent monitor will keep close watch on the police department for at least two years to ensure compliance. County Executive Jack Johnson said the county would move aggressively to implement the changes, many of which were put in place during the investigation. To view this article go to: http://www.sunspot.net/news/local/bal-md.police23jan23,0,4105784.story?coll=bal-local-headlines

Policing Police Brutality a Challenge

DeLacy Davis, a sergeant in the East Orange, N.J. police department, leads marches against police brutality. He embraces victims' family members and shouts through megaphones for justice and peace. And he testifies in courtrooms against rogue cops and holds seminars to teach people what to do when stopped by the police. Twelve years ago, he decided he would stop tolerating unprovoked beatings and abuse of criminal suspects by police when he established Black Cops Against Police Brutality (B-CAP). As he traveled and moved around the country, he realized police brutality was a pattern in law enforcement. Police brutality is a topic that is no longer taboo. And from New York to California, cities are being forced to deal with brutal cops. Authorities are still struggling to curb police brutality, trying everything from community policing to deployment of civilian review boards. To view this article go to: http://www.louisianaweekly.com/cgi-bin/weekly/news/articlegate.pl?20040126u

Racial Profiling In Massachusetts

In Massachusetts, a recent state study of racial profiling has found that minority drivers are disproportionately ticketed and searched by police officers in dozens of communities. The widest gap in ticketing was in the town of Milton, just south of Boston. The state-sponsored study found that minorities received 58 percent of the traffic tickets in Milton while an estimated 16 percent of the drivers are minorities. In Boston, minorities received 50 percent of the tickets, but make up an estimated 33 percent of the drivers. The study was ordered by the Legislature four years ago in response to complaints from minorities. Researchers from the Northeastern University Institute on Race and Justice examined more than 1.3 million traffic tickets from April 2001 through June 2003. To view this article go to: http://www.boston.com/news/local/massachusetts/articles/2004/01/21/profiling_study_cites_dozens_of_locales/

Law Enforcement Grant News

Congress Passed a Bill Reducing the COPS Program by 24% for FY2004

Major cuts will be made to a host of key local law enforcement programs under the Consolidated Appropriations Act for FY 2004 that Congress has recently passed. Under the bill (H.Rept. 108-401), the Local Law Enforcement Block Grant (LLEBG) was cut by 44 percent to $225 million and the COPS program was cut by 24 percent to $487 million. One of the major cuts in COPS funding is in the area of hiring programs, with funds cut from $200 million last year to $115 million in FY 2004. And, of the $225 million for LLEBG, only $132 million would be available to local governments through the program after the traditional earmarks are accounted for. According to the International Association of Chiefs of Police, this reduction of federal funding will have a negative impact on police agencies nationwide. Over the last decade, these programs have strengthened the core capabilities of law enforcement agencies and greatly improved their crime-fighting efforts. Without the funds provided by these programs, many law-enforcement agencies will be unable to maintain their current level of effectiveness. To view this article go to:
http://washingtontimes.com/national/20040118-114333-5757r.htm

2004 National Summit on Law Enforcement Grants for States and Localities (April 14-16, Las Vegas, NV)

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. You must be able to find grants that match the needs of your agency and then write a powerful and persuasive grant proposal. Equip yourself with effective strategies for identifying, applying for and winning grants in law enforcement by attending this summit. For more information go to: http://www.performanceweb.org/ledc/L147/l147.htm

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Spotlight: The National Center for Women and Policing

A division of the Feminist Majority Foundation, the National Center for Women & Policing (NCWP), promotes increasing the numbers of women at all ranks of law enforcement as a strategy to improve police response to violence against women, reduce police brutality and excessive force, and strengthen community policing reforms. NCWP is the first nationwide resource for women police, law enforcement agencies, community leaders, and public officials seeking to increase the numbers of women police in their communities and improve police response to family violence.

NCWP has been working since 1995 to educate criminal justice policy makers, the media and the public about the impacts of increasing the representation of women in policing. Its goal is to ensure that gender is always considered during the analysis of contemporary policing issues, and that law enforcement agencies strive for gender balancing their departments.

The Center provides training, research, and educational and action programs, focusing in three major areas: educational campaigns to raise awareness among decision-makers and the general public about the benefits of increasing the numbers of women in policing; innovative training and advocacy programs to increase the numbers of women in policing and policy-making positions, including strategies to increase the recruitment, hiring and promotion of women, and to eliminate sexual discrimination and harassment of women officers; and promotion of specialized Family Violence Response Units within law enforcement agencies for more effective police response to family violence crimes.

Twenty years of exhaustive research demonstrates that women police officers utilize a style of policing that relies less on physical force, and more on communication skills that defuse potentially violent situations. Women police officers are therefore much less likely to be involved in occurrences of police brutality, and are also much more likely to effectively respond to police calls regarding violence against women, which today remain the single largest category of calls to police agencies nationwide.

Yet despite this compelling research, women are severely under-represented in police departments, accounting for only 13.0% of police officers across the country, according to our latest survey on the status of women in law enforcement. The numbers of women in law enforcement are kept artificially low by widespread discriminatory hiring and selection practices. Keeping women out of policing is not only depriving women of jobs, but is resulting in more police brutality.

Penny Harrington, the former Chief of the Portland Police Bureau and the first woman chief of a major U.S. city, founded the National Center for Women & Policing with Katherine Spillar, Executive Vice President of the Feminist Majority Foundation, in 1995. Harrington had been instrumental in identifying and developing strategies to remove the obstacles to hiring more women in law enforcement, especially in Portland and Los Angeles. She served as the Director of the NCWP until 2001, and now carries on her work as Founder and Chair of the Board.

In January of 2002, Margaret Moore, the former Assistant Director of the NCWP, and the highest ranking woman ever to serve in the Bureau of Alcohol, Tobacco & Firearms, was appointed as the new Director of the NCWP. She brings extensive experience in working with federal, state, and local law enforcement. NCWP, and in particular, Ms. Moore, have provided vital support for the efforts of the Performance Institute and the Law Enforcement Development Center in areas related to workforce diversity, recruitment of women, and workplace equality.

For more information go to:
http://www.womenandpolicing.org/

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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.