

INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS



The New Orleans Police Foundation joins forces with the business community in the fight against crime

In just 19 short months the New Orleans Police Foundation has become a powerful force in the battle against crime in the Crescent City.

This nonprofit organization, dedicated to enhancing the safety of the New Orleans community, supports the New Orleans Police Department by funding programs that can not be procured through the normal process of city government.

The organization works to foster an ongoing collaboration between public and private sectors.

“We are not a crime-fighting agency,” Says Executive Director Terry Ebbert. “Our main function is to be a facilitator, moving between public agencies such as the city council, Mayor Marc Morial’s office, the police department and other government agencies to ensure that they are all working in unison to effectively rid the city of its crime problem.”

The two main thrusts of the Police Foundation are to provide police officers the training, equipment and education they need to perform at their highest level and to provide the New Orleans Police Department with management and operational tools necessary to coordinate law enforcement efforts for crime prevention and intervention.

How It All Began

The concept for the New Orleans Police Foundation came from the business community. Late in 1995, a small group of leaders led by John Casbon, CEO of First American Title Insurance; Lester Kabacoff, President of the New Orleans Riverside Hilton; Pres Kabacoff, CEO of Historic Restoration, Inc.; Dr. Norman Francis, President of Xavier University; David Burrus, Chairman of

the Board for Burrus Investment; General James Livingston, Executive Vice President for Joseph Canizaro Interests; and Sandy Shilstone, Director of Arts and Tourism for the Mayor’s Office, started talking about the relationship between crime and the economy. They saw that the crime rate directly impacted the economic development of the City.

“With increased crime rates comes higher unemployment, which leads to frustration among the unemployed, which then leads to more violence and greater crime rates. It’s a cycle,” says Casbon, current chairman of the Police Foundation’s Board of Directors.

“We realized that if the cycle wasn’t stopped, this great city was headed for an economic downfall. We had a choice. We could do something to help and move New Orleans toward economic prosperity or we could stand by and watch things get worse. We decided to do something.”

They recognized that there were problems across the system of law enforcement from policing, to the district attorney’s office, to court, to juvenile institutions, to prisons.

Continued on page 2

Autumn 1997 / Winter 1998

1998 Annual Training Conference

Looking Toward Spring 1998 -
President’s Comments

Why Must Police Act Ethically?

Congressional Appropriators Make Decisions on
FY98 Law Enforcement Funding

Leading Diverse Agencies, Serving Diverse
Communities

New Orleans Police Foundation

(continued)

“Long-term crime reduction covers many different governmental agencies but we had to make immediate impact on one area and we chose the Police Department,” says Casbon. “We wanted to start with those on the front lines in the battle against crime, training, educating, and equipping officers to be more effective and efficient.”

The business leaders met with Mayor Morial and Superintendent Richard Pennington to formulate a plan to work in partnership with the NOPD, city council, Mayor’s office and federal crime prevention agencies in reducing crime. It was from this plan that the New Orleans Police Foundation was founded in March 1996.

The Police Foundation’s First Year

With five full-time employees, the Police Foundation has created and implemented a number of programs to support the New Orleans Police Department. It has assisted in the development of the NOPD recruiting program, worked with city government to develop a fair pay and benefit package to entice the hiring of new recruits, partnered with NOPD and LSU Medical School to create a Wellness Center to provide free physical exams for police officers and their families, created and provided reduced interest rates for home mortgages to commissioned officers, and coordinated with local universities a plan to develop educational programs for police officers.

The Foundation also assisted NOPD senior leadership with Federal Bureau of Investigation (FBI) management training and worked with District Attorney Harry Connick to produce a patrol manual for Vieux Carre officers.

What’s Next

“Our major goals is to reduce crime to the level of the 1960’s,” says Ebbert. “Currently, one of the highest priorities is recruiting.”

Superintendent Richard Pennington has said that he needs

1700 police officers, or ideally 2000 to run the New Orleans Police Department at an optimum level.

“As we move into 1998, we hope to assist in recruiting and training a force that is sustained at 1700,” said Ebbert. “Training will always be on the forefront in order to keep the department on the cutting edge and operating efficiently. The more effective the Department can train its officers, the better it will be able to fight the war against crime.”

Another area of focus for 1998 will be to coordinate operations between local, state, and federal law enforcement agencies. The initial steps have been taken with the sponsorship of the Mayor’s law Enforcement Crime Summit.

In addition, the Police Foundation is working with District Attorney Harry Connick to upgrade the quality of police work to increase the rate of successful prosecutions.

With all its projects and programs, the New Orleans Police Foundation remains steadfast in its commitment to public safety that cannot rest on the shoulders of law enforcement agencies alone.

“As much as we all need the police, they need our support as well,” says Ebbert.

Current Crime Statistics for New Orleans

Offense	1996	1997	%Change
Murder	350	266	-24%
Rape	390	385	-1%
Armed Robbery	4509	2999	-33%
Simple Robbery	1191	973	-18%
Assault	4675	3821	-18%
Violent Crime Total			-24%
Burglary	9954	8107	-19%
Theft	22774	19813	-13%
Auto Theft	10,169	9380	-13%
Non-Violent Crime Total			-13%
Total Index Crimes			-15%

Source: NOPD Website

John Linder and Jack Maple assist Superintendent Pennington in transforming the New Orleans Police Department

At Mayor Marc Morial's Crime Summit recently held in New Orleans, John Linder offered this insight: "In order for an organization to be successful, it has to be willing to take risks, sometimes great ones, to bring about change."

When hired to assist Superintendent Richard Pennington reform the New Orleans Police Department, Linder and his partner, Jack Maple, thoroughly assessed the NOPD and provided a menu of options to transform it into a high performance organization with the single goal of reducing crime in New Orleans rapidly, dramatically and lastingly.

Continued on page 14

Looking Toward Spring 1998— President's Comments

Most people think of spring as a time of rebirth and the return of warm weather. Many planners, however, miss the pleasures of spring because it is also the season of budgets and legislatures. The constant demand for crime statistics, performance measures, revised programs, and analysis of proposals often leaves little time for planners to actually plan. It is in these hectic times that IALEP often provides the greatest benefit to it's members. Using the membership list, or the Project Abstract Listing Service (PALS) one can often make contact with someone who has already answered the same question or developed the same policy. It is this network of planners that is the greatest value of IALEP. Why reinvent the wheel when we have the design readily at hand?

As president (and as one of the conference hosts) I hope that you will attend this year's conference in Everett, Washington. The theme, "measuring and evaluating results," will cover areas of interest to many planners. We all know that we need to evaluate our programs to determine if they are having the intended results, and if they are doing so in a cost

effective manner. Lois Wallace (Regina Police Services) has, as is usual for her, done an outstanding job lining up great speakers for the conference. We have listened to the suggestions from past attendees and are trying to achieve a balance between speakers of interest to our most experienced members, and basic practical "hands on" workshops and instruction for those new to police planning. Not only do we a program that should be instructive and stimulating, but we

have some fun activities scheduled to highlight the best the Pacific Northwest has to offer. Its not too soon to start planning to attend in October.

Since last year's conference in Chattanooga, Wilke Bermudez, the IALEP Secretary and the host of the 1999

conference, has been struck by very serious medical problems. He will be unable to act as host for the 1999 conference, originally scheduled for New Jersey. Putting on an IALEP conference is a big undertaking, one which few agencies have been willing to take on in recent years. For some time the Board has been considering changing the way in which the conference is managed to relieve the hosting agency's burden. I have thought that a better system would be to use a professional conference planner to do much of the basic work under the direction of the board, with a local host agency providing local knowledge, local speakers, and direct support during the conference. This would ease the duties of the host and hopefully allow more agencies to take



on that role. The withdrawal of the Port Authority as host in 1999 gives us the opportunity to experiment with this strategy. The board has retained a professional conference planner to develop four proposals for conference locations for 1999. We are currently looking at the Northeast (Newport, Rhode Island) and the Central US (Denver and San Antonio). Any agency interested in participating in this new conference strategy should contact myself or Lisa Hopkins immediately.

I recently received a suggestion for the web site that I wanted to put out for comment. It was suggested that we provide space on the site for one page resumes submitted by our members. These could be in the members only section (available only to current members), or in the public portions of the site. What do you think? Call me at (907) 465-4306 or email me at pstocka@pafety.state.ak.us on this or any other IALEP issue.

Announcing the 1998 Annual Training Conference 'measuring & evaluating results'

October 4 - 8, 1998
Howard Johnson Plaza Hotel
Everett, Washington

EVALUATION PROCESSES

Ms. Hyacinthe Josiah is senior advisor to the Ontario Civilian Commission on Police Services ("OCCOPS"), which is responsible for overseeing and evaluating policing in Ontario. Ms. Josiah will outline the aspects and examples of evaluation processes used by her commission.

PROBLEMSOLVING

Ms. Nancy McPherson, formerly with San Diego Police, is Director of the Community Policing Bureau, Seattle Police Department, Washington State. Her presentation will provide the process and outcomes of problem solving and evaluation strategies.

SURVEYS, PLANNING AND EVALUATION

As Chief of the Portland, Oregon, Police Bureau, Chief Charles Moose will discuss his department's use of internal and external surveys as an evaluation tool to obtain feedback and strategies and action plans.

POLICY DEVELOPMENT-FROM LEGISLATION TO PATROL

Corporal Rod McKendrick, Regina Police Service, will discuss his experience developing policy for the Police Service as a result of the Saskatchewan Domestic Violence

Legislation. The presentation will illustrate the process involved in policy development, from legislation, through the research, community involvement, officer training, implementation on the street, revisions and results. In February 1998, Cpl. McKendrick began a two year secondment with the Provincial Government as Manager of Family Violence Programming. (This presentation may be of interest to new planners).

ORGANIZATIONAL CHANGE, A CASE STUDY

Mr. Keith Taylor, a Consultant with Perivale and Taylor, Toronto, Ontario, obtained experience as a police officer in London, England and Vancouver, British Columbia, prior to working as a planner with Calgary Police. Mr. Taylor will present his experience in monitoring and evaluating strategies for change in the organizational review of the Saint John Police Department.

CASUALTY REDUCTION ANALYSIS

Mr. Bill Brierley, a former police officer and Chief of Police, is currently a research analyst with Dupont Company. Dupont, in partnership with the IACP, is involved in ongoing research in officer deaths, officer survivals, and the relationship between survival and body armor. The research included review of all 2,700 police officer deaths occurring in Canada and the United States since 1975, along with the 2,200 cases where officers were shot and survived. The presentation will include analysis of the relationship between officer deaths, survival, body armor types, weapons involved and changes in types of body armor and weapons used over time.

RESOURCE ALLOCATION - A CASE STUDY WORKSHOP, MR. DALE HARRIS

Dale Harris, will conduct a workshop illustrating Corona's Staff Wizard software to analyze patrol resource needs. Snohomish County Sheriff's Department will serve as the actual case reviewed. The Workshop will present the planning and implementation process, demonstrate the Software processes, and present the results of the data analysis.

NEW ORLEANS POLICE FOUNDATION - BUSINESS / POLICE COOPERATION FOR CHANGE,

Mr. John Casbon serves as the Chairman of the newly evolved New Orleans Police Foundation, a public, non-profit organization designed to provide funding and assistance to local law enforcement and to enhance community safety.

PREPARING AN ANNUAL REPORT

Lt. Tom Smith, of the Collier County Sheriff's Department will present steps to take in the preparation of your department's annual report and ways to use the annual report as a tool for marketing police services to the Community.

GRANT WRITING - SOURCES, PREPARATION, STRINGS ATTACHED

Doug Lindsay, Planner, Everett Police Department, has written a variety of grants, including those from Federal Government, State of Washington and private industry, gathering over \$1 million dollars in funding. The presentation will include finding available sources, types of grants, preparation tips, strings attached, and discretionary grants.

EVALUATING TRAFFIC SAFETY STRATEGIES-INNOVATIONS, CREATIVITY

Ms. Katie Lynch presents long term issues related to traffic safety and developing creative strategies to assess the effect of efforts. Ms Lynch has to her credit over 20 years experience with the Washington State Traffic Safety Commission.

CALL FOR PAPERS:

“measuring and evaluating results” Evaluation - in the broadest sense, at all levels - organizational strategies, processes, programs in policing.

Share your experience with us. Volunteer to do a short presentation about your project.

Refer dynamic, informative speakers who can discuss aspects of evaluation.

Contact your Conference Committee:

Jeff Brand, Deputy Sheriff
Research, Planning and Development,
Snohomish County Sheriff's Office, M/S
606, 3000 Rockefeller
Ave., Everett, WA, 98201 - 4046.
Ph. 425-388-3829; Fx. 425-388-3885.
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e-mail: police@ibm.net



The Pacific Northwest - something for everyone!

ACCOMODATIONS:

Howard Johnson Plaza-Hotel
3105 Pine, Everett, WA. 98201
425-339-3333. Central Reservation: 1-800-446-4656.
Restaurant; Lounge; Karaoke / Live Comedy / Live Entertainment.

Rates = \$75.00/night (single or double) plus 10.6% tax; 247 Rooms;
Bed types include King, Queen, Double/Doubles. For your convenience, see page 7 for a faxable room reservation.

Conveniences: free underground parking; room service; valet service; fitness center; indoor heated pool; sun deck; sauna; jacuzzi; shuttle van; color TV/cable; in room movies; non smoking floors; tanning and nail salon. Meeting and Banquet facilities accommodate from 10 to 1,200 people.

Location: South bound on I-5 - take exit 194 South, follow city Centre and Convention Center signs to Pine Street; North bound on I-5 - take exit 193 North, Pacific Avenue, City Center, left under I-5 and left again on to Pine Street.

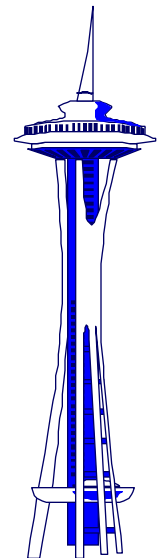
EXCURSIONS PLANNED:

Tillicum Village at Blake Island State Park - harbour tour and dinner (Wednesday afternoon)

Excursion includes transportation from the Howard Johnson Plaza in Everett 30 miles to the Seattle Waterfront, a 30 minute boat tour beginning at the Seattle waterfront, cruising the harbour, ending at Tillicum Village, Blake Island State Park on the opposite side of Elliott Bay. Dinner will feature baked salmon, prepared in the Northwest Coast Indian tradition, followed by the stage production “Dance on the Wind”, a Greg Thompson Production.

Columbia Winery - tour and dinner (Monday evening)

The Columbia Winery, located the Woodinville countryside 25 minutes from downtown Seattle, was started in 1962 by six University of Washington Professors and four local businessmen. The winery has four different banquet rooms, and the capability of hosting meetings, receptions, and/or dinners of up to 300 people. The tour includes the crush/press pad, white and red wines, fermentation tanks, the barrel room, the bottling line, a visit to the tasting room, gift selections, and dinner.



TRAVELAGENT:

DOUGFOXTRAVEL

2915 Colby
Everett, Washington. 98201

Contact persons: Diane or Cheryl will assist IALEP conference participants with transportation arrangements.

Phone: 425-339-1533
Toll free: 1-888-339-4446
Fax: 425-258-3314

TRANSPORTATION:

SHUTTLEEXPRESS

Provides transportation from SeaTac Airport to surrounding area between Seattle and Bellingham along I-5.

Hours:

From SeaTac: hourly departures from 6:30 a.m. to 10:30 p.m.

From Howard Johnson Hotel (conference site) hourly departures from 5:00 a.m. to 9:00 p.m.

Reservations required for transportation at hours outside of above schedule.

Reservations:

Phone: 206-622-1424
Toll free: 1-800-487-RIDE(7433)
e-mail: www.shuttleexpress.com

Cost:

One person: \$19.00
2nd person: \$10.00
3rd, 4th, 5th person: \$8.00.

TOURISTINFORMATION

—About Snohomish County area attractions

Information will be available in the conference registration area courtesy of Ms. J. Stanley, Howard Plaza Hotel, and the Everett Chamber of Commerce.

Chapter Notes:

Southern California Chapter from Gordon A. Bowers:

We are alive and well! Our reorganization meeting last week was well attended, with 14 representatives present from a variety of agencies from Santa Monica on the west to Hemet on the east. We also had telephonic regrets from as far north as Bakersfield, indicating an interest in participation in the future. I am pleased to note that IALEP SoCal Chapter Past President Steve Tarantula, Montebello Police Department, has agreed (with not too much arm twisting) to slip back into the President's role for the next term. He will coordinate meetings at a yet-to-be-determined interval (next anticipated meeting in March, 1998). Although we had some interest expressed in the Treasurer position, nobody could take it immediately, so I will continue to maintain the accounts until a new Treasurer is elected.

Thanks to all who have continued to support the IALEP and especially the Southern California Chapter. When the National Conference comes to the west coast we hope to be well represented, so get involved now!

Florida Chapter from Lisa Hopkins:

The Florida Chapter recently held its Annual Training Conference in Orlando, Florida. Training topics included AFIS Systems, Advances in Alarm Technology, New Orleans Police Foundation, Annual Reports, Computer Crime, and Model Policies on Sexual and Domestic Violence. In addition, the conference excursion was a marvelous tour of the Kennedy Space Center.

The Chapter board and membership spent a great deal of time discussing plans for the 2000 international Annual Training Conference which we are hosting at the Clarion in Orlando. In keeping with our "space" theme, we are planning to offer a Kennedy Space Center excursion for that conference as well as many other informative and enjoyable experiences.



Howard Johnson Plaza Hotel

3105 Pine Street - Everett, Washington 98201
Phone: (425)339-3333 - Fax: (425)259-1547

Room Reservation Form

Group Name: International Association of Law Enforcement Planners - October 4-9, 1998
Single / Double: \$75.00 + 10.6% tax (Each additional \$10.00 per person)
Reservation Deadline: 9-15-98

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Day Phone: _____ Fax: _____

Arrival Day: _____ Date: _____

Departure Day: _____ Date: _____

Type of Accomodation:

- One Bed Two Beds
- Non-Smoking Smoking
- 1 Person 2 Persons 3 Persons 4 Persons

All reservations must be guaranteed by a major credit card. All cancellations must occur 24 hours prior to arrival date in order to avoid one night's charge. Release Date 9-15-98. Due to unexpected underdeparture by the prior guests, all accomodation information is on a request only basis.

Guaranteed Information (please print)

- AMEX VISA MasterCard Diners

Card #: _____ Expiration: _____

Hotel Reservation Department Use Only:

Reservation Received: _____

Confirmation Number: _____ Rate Confirmed: _____

Availability Req: _____

Why Must Police Act Ethically?

by David Sunahara,
Canadian Police College

Most employers require their employees to act ethically. When recruiting, private companies, like the police, ask for references, conduct background checks and, on occasion, require applicants to take polygraph and drug tests. And, like the police, most employers then try to regulate the behavior of their employees while on the job.

Private companies and the police have very different reasons for trying to control their employees' behavior. The fear of financial loss motivates private companies. Private employers are trying to prevent such problems as employee theft and the law suits that can result from their employees acting improperly. Far more important concerns lie at the heart of the police community's attention to ethical behavior. This essay examines one of these concerns.

The need for police officers to act ethically is rooted in our very understanding of what it means to live in a democratic society. Canada's democracy is based on a contract between the people and the state (i.e., all the various institutions of the federal and Provincial governments). The public makes two commitments: to give the state the authority to govern, and to abide by the rules the state lays down. In exchange, the state agrees to govern in the public's interest.

Trust is the foundation of the contract between the people and the state in democratic societies, it is the glue that binds us together. The state is responsible for maintaining the public's trust and, as such,

trustworthiness is an essential part of every public employee's job description. Misbehavior by any state official, whether he or she is the Prime Minister or is hired to plough the snow from our streets, damages the contract between the public and the state.

Police officers have a special responsibility. They are unique in that they have been entrusted to use force. The state gives Police officers the power to take away a person's freedom and, in extreme cases, to take away a person's life. Even when soldiers act in the aid of civil powers, as they did at Oka in 1990, they are "held to have ... all the powers and duties of constables." (National Defense Act, sec.282)

The more power a person exercises for the state, the more harm that person can do to the trust which binds society together. And the more power a person exercises, the more that person is obliged to ensure that the people's trust is not misplaced. The police, and more generally the criminal justice system, reside at the outermost limits of the state's power. Only the ability to make war is a clearer demonstration of the state's ability to affect the lives of citizens. Therefore, the police and the criminal justice system have a special responsibility to act ethically and to ensure that the public's confidence remains intact.

We see proof of the importance the public places on ethical police behavior whenever the press reports on police wrongdoing. The public response is typically loud and emotional. An identical act committed by a private citizen would receive neither the same press coverage nor the same angry public reaction. The public and the press may not appreciate the philosophical niceties that underlie the need for ethical behavior, but their emotional response clearly demonstrates a gut level

understanding. They see police wrongdoing as a betrayal of trust. Both the public's feelings and the importance of ethical behavior are aptly captured in the question, "If you can't trust a cop, who can you trust?"

Reprinted with permission, from the Ethics Roll Call (Fall 1997 - volume 4, no. 4), the newsletter of the Ethics Center at the Southwestern Law Enforcement Institute. Originally printed in The Mezzanine, a publication of the Canadian Police College, Ottawa, Ontario, Canada, June, 1997.

Congressional Appropriators Make Decisions on FY98 Law Enforcement Funding

On November 13, 1997, Congress finally passed the Commerce, State, Justice appropriations bill. This bill has a tremendous impact on law enforcement because it contains funding for innovative local law enforcement programs, juvenile justice programs and the COPS program. The following is an outline of how much money has been allocated to specific programs.

Byrne Memorial State and Local Law Enforcement Assistance Programs

Congress has allocated \$551.5 million for the Byrne Memorial State and Local Law Enforcement Assistance Program. Of this, \$505 million is for formula grants and \$46.5 is for discretionary programs - a \$5 million increase in formula grant monies as well as a \$2 million increase in discretionary monies.

Additionally, the Weed and Seed program was given a direct appropriation of \$33.5 million. We would like to thank all PERF members who contacted Congress and lobbied to have Weed and Seed as a separate appropriation from the discretionary money BJA gives to support police demonstration and technical assistance programs. This was a significant improvement over past years' appropriations, in which discretionary funds were limited by significant earmarking.

Local Law Enforcement Block Programs

The Local Law Enforcement Block Grant Program was funded at \$523 million. This is the same funding level

as FY97. There were numerous earmarks, but the most significant are \$20 million for Boys and Girls Clubs and \$45 million for upgrading criminal records as required by the Brady handgun bill. Additionally, the National Institute of Justice (NIJ) will receive \$20 million from the Local Law Enforcement Block Grant Program to assist local governments in modernizing and purchasing new law enforcement technology.

COPS office

The COPS office received the same amount of funding as FY97 - \$1.4 billion. Almost all of this money is going toward placing more officers on the street and administrative costs, except for \$30 million for the Police Corps program. COPS funding has supported the hiring of more than 64,000 new officers. The FY98 money will increase that number by 17,000, bringing the total number of officers to 81,000.

Congress also allowed the COPS office to use \$103 million of carryover funds for various programs. This includes \$38 million for law enforcement technology programs, \$1 million for police recruitment programs, \$34 million to combat methamphetamine production and trafficking, and \$12.5 million for the Community Policing to Combat Domestic Violence Program. During the conference between House and Senate appropriators, Senator Robb (D-Va.) included language that allocated \$17.5 million for school safety, drug "hot spots", reducing crime near elementary and secondary schools, and several other important innovative programs.

Juvenile Crime

The Commerce, State, Justice bill allocates money to programs under the Juvenile Justice and Delinquency Prevention (JJDP) Act. The allocation is as follows:
 JJDP Title IIA (Office of Juvenile Justice & Delinquency Programs): \$5.92 mil.
 JJDP Title IIB (Formula Grants): \$96.5 million
 JJDP Title IIC (National Programs): \$42.5 million
 JJDP Title IID (Gang Prevention): \$12 million
 JJDP Title IIE (Challenge Program): \$10 million
 JJDP Title IIG (Mentoring Programs): \$12 million
 JJDP Title V (Prevention Programs): \$20 million
 Drug Reduction Demonstration Program: \$5 million

To qualify for these programs, states must meet several new requirements: ensure that juveniles 15 years or older who commit violent crime be permitted to be tried as adults, establish graduated sanctions, establish a juvenile records system and make such information available to the FBI, and develop a comprehensive plan to reduce juvenile crime.

Miscellaneous Appropriations

Grants to Combat Violence Against Women: \$172 million
 Drug Courts: \$30 million
 Law Enforcement Family Support Programs: \$1 million

Continued on page 10

Appropriations *(continued)*

PERF would also like to clarify allocations for the Public Safety Officer Benefits Program, as our last legislative update listed these allocation. incorrectly. Under this program, \$31 million is allocated for officer death benefits, \$2.2 million is for disability benefits, and \$2 million is for educational benefits. These educational benefits, called Federal Law Enforcement Dependents Assistance (FLEDA), are available to the children and spouses of federal officers only.

Additional Appropriations News

An amendment to the Treasury Appropriations bill concerning the importation of M1 carbine rifles and 1911 pistols was removed in committee.

No funding was provided for inservice police scholarships or innovative discretionary funds, as originally envisioned in the 1994 Crime bill, despite PERF member's efforts to have them included.

Other Legislative News

PERF has recently given its support for the Bulletproof Vest Partnership Grant Act of 1997. This legislation, introduced by representative Pete Visclosky (D-Ind), would authorize up to \$25 million per year for a new Department of Justice grant program to purchase bulletproof vests. If you would like to send your Congressperson a letter of support for this bill, sample letters are available at the PERF website in the Legislative Update section. The PERF website address is www.policeforum.org

Reprinted with permission from Subject to Debate, a Newsletter of the Police Executive Research Forum - December 1997 (vol. 11, no. 12)

Leading Diverse Agencies, Serving Diverse Communities

By Deputy Chief Ondra Berry, Reno Police Department

"If I am continuously having to educate and motivate my officers on the topic of diversity, I either don't have a vision, or I haven't shared it with them. A continuous need to motivate is the result of not effectively educating and empowering my officers in a vision. An organization that is educated and has a vision is self-motivated."

This is a concept that police managers must embrace if they understand the topic of diversity and how it applies to their organization. Many police managers still equate "diversity" with affirmative action, equal opportunity or race relations. Meanwhile, much of corporate America has taken a broader view, realizing that diversity is America's strength, the key to understanding the future, and involves the relentless pursuit of the best in each individual. As law enforcement prepares to enter the 21st century, leaders must understand that the Department of Labor's projections in the reports Workforce 2000 and Workforce 2020 are now coming to fruition. How we recruit, hire and promote officers, and how we police citizens in the future requires us to understand the demographics of both our organizations and the communities that we serve. Some police leaders watch things happen, some make things happen, and some wonder what the heck just happened. The issue of diversity - within agencies and communities - will force police leaders into one of these three categories.

Organizations of the future will need to become more comfortable with the potentially volatile issues of race, gay and lesbian concerns, and a generation

of workers who are less patriotic than their predecessors, asking instead "What's in it for me?". If an organization doesn't understand the issue of diversity internally, how can it expect its personnel to be effective and efficient when handling the issue of diversity within the community? What needs to happen within the organization? Diversity starts at the top. Leaders may understand the value of diversity in principle, but developing and implementing diversity strategies in an organization is something completely different. An organization's leader should continuously communicate the importance of this issue to employees. People want to know how much you care, before they care about how much you know. Diversity should be stressed in the organization's mission, vision or value statements. Diversity training should be done on a yearly basis for at least three continuous years, to ensure personnel understand this topic's exigency and significance. The mistake so many organizations make is addressing diversity with a special program as opposed to an organizational philosophy. As Steve Hanamura has stated, the goal is a diversity process rather than a diversity program. Hanamura compares one-time diversity training sessions to taking someone out of a bad neighborhood and letting them spend a day in a good area, then sending them back to their original neighborhood the next day.

Diversity issues should also be included in how you recruit, hire, train, promote, give performance evaluations and determine organizational priorities. Considering that law enforcement disproportionately serves the poor, elderly, youth, and minority communities, we do officers a disservice by not giving them adequate cultural competence training. One of the main challenges diversity proponents face is convincing

employers that this type of training has bottom-line value to the organization. Diversity programs cut down on employers' litigation expenses, help employers avoid discrimination lawsuits, give employers an opportunity to listen to employees' concerns, prevent racial strife, change employees' behavior, and assists with understanding community concerns.

In a community policing environment this is vital. Many organizations emphatically state that they practice community policing as a philosophy or strategy. What this means is that they are concerned about developing a consistent and open relationship with the citizens they serve. Given the largely conservative nature of law enforcement vs. the often liberal mind-set of citizens and advocates from marginalized communities, the history of lawsuits, racial strife and riots between citizens and law enforcement is not surprising. It is very easy to "Monday morning quarterback" organizations that have experienced dissension with the communities they serve, but numerous law enforcement organizations are one shooting, beating or derogatory term away from an uprising.

Effective diversity training teaches individuals to look at why they act or react to certain situations based on those forces that have influenced them. Anyone who discounts the impact that parents, community of origin, religion, media, peers, education, and political views have on police officers and how they view citizens, doesn't understand basic human psychology. We must acknowledge that sometimes we need to "become aware of being unaware."

One-time diversity training can be compared to taking someone out of a bad neighborhood, having them spend a day in a better area, then sending them back to their original neighborhood.

Law enforcement is in a great position to lead communities in developing good, open and honest dialogue to improve the quality of life for everyone, beginning with a better understanding of diverse people. Law enforcement leaders must understand that if we continue to do what we have always done on the topic of diversity, we will always get what we have always gotten. At the International Association of Chiefs of Police meeting in Orlando, Fla., Attorney General Janet Reno said that "police departments are at the vanguard of racial healing in the United States." She further stated that "nobody can contribute more than a good, fair and firm police officer." These statements reaffirm how important it is for law enforcement organizations to take the lead on diversity issues as we enter the 21st century.

President Clinton recently announced the "One America" race initiative that provides a seven-member presidential advisory board to study and issue a report on race relations in this country. It would behoove law enforcement to closely monitor and maybe even participate in this process. Law enforcement can have a direct impact on the direction of race relations in this country. What are some ways to change and impact the topic of diversity in communities?

- 1 Provide citizens with diversity training on understanding the law enforcement community. Many leaders tend to forget that the citizens they serve often don't understand the role of law enforcement as proactive community problem solvers.
- 2 Continuously communicate to citizens the organization's attitude about diversity. Publicize the mission statement and give them updates on hiring, promotions, status of complaints against officers, etc. This can be done through newsletters, cable access channels, talk radio, etc.
- 3 Sponsor a forum on diversity in which the law enforcement agency takes the lead on issues of race, changing demographics, the impact of women in law enforcement, and related issues. With a good facilitator, this can be very productive.
- 4 Sponsor a youth citizen police academy. The more police can educate youth on the role of law enforcement, the more we break down the barriers. Even if the entire academy has to be offered in Spanish or another prevalent language in the community, do it - it's a win-win situation for everyone involved.
- 5 Start a suggestion line for citizens to call a voice mailbox and give input about the organization. This encourages good and bad comments, but it provides an outlet for citizens to voice their concerns about the organization.

The topic of diversity will be with us for a long time. Leaders have to understand the impact of this issue and live life on the skinny branches, taking risks to ensure that we are providing the best organization for employees and citizens. Diversity will define a generation.

Reprinted with permission from Subject to Debate, a Newsletter of the Police Executive Research Forum - November 1997 (vol. 11, no. 11)



If you have any information or notices you would like to see in the next issue of the *Exchange*, or any comments on this issue, send them to Lisa Hopkins, c/o FDLE, IRM, PO Box 1489, Tallahassee, FL, 32302
Fax 850-922-3876 or
E-Mail: lisahopkins@fdle.state.fl.us

The Exchange is now available on the IALEP Web Site! If you would like to get your news through the Web and do not wish to receive a "paper" copy of the Exchange, please notify Lisa Hopkins. We can cut your association costs *and* save a tree by eliminating unnecessary documents.



Call for Papers: Police Quarterly

Police Quarterly, a new journal sponsored jointly by the Police Executive Research Forum (PERF) and the Police Section of the Academy of Criminal Justice Sciences (ACJS) with distribution to members of both organizations, will begin publication in the first quarter of 1998. Gary Cordner, a professor of police studies at Eastern Kentucky University and senior visiting fellow at PERF, will serve as the journal's first editor. Manuscripts are urgently solicited.

Police Quarterly will be a scholarly, peer-review journal. A variety of submissions are solicited, including empirical research, essays, theoretical pieces, comparative analyses, critiques, innovation program descriptions, debates and book reviews. Detailed guidelines for preparing manuscripts can be obtained by e-mailing the editor at padcordn@acs.eku.edu.

Gary Cordner
Dept. of Police Studies
Eastern Kentucky University
467 Stratton - Richmond, KY 40475-3131

BULLETIN BOARD



HELP WANTED:

The City of Pembroke Pines Police Department is seeking qualified applicants for, the following positions:

Planning/Research Supervisor: Applicants must have knowledge of modern police administration; to include the establishment and implementation of policies, procedures, and general orders: federal, state, local, and foundation grants. Must have the ability to communicate effectively orally and in writing and work effectively with superiors and subordinates. Conducts studies, surveys, prepares annual report, and periodic reports and presentations to the Chief of Police. Must possess a Bachelor's Degree from an accredited college or university in criminal justice, public or business administration, government, or related field. A minimum of five (5) years experience in police administration with at least one (1) year at a supervisory level is preferred. An equivalent combination of training and experience will be considered. This is a non-sworn position; 40 hours per week- Salary range: \$35,600-\$52,000.

Training Assistant: Applicants must have knowledge of modern instructional techniques and police practices, policies, and procedures. Must have the ability to conduct training needs assessments, develop and present training programs for both sworn and civilian personnel. Must be skilled in the use of office equipment and training aides. Must possess a Bachelor's Degree from an accredited college or university in education, criminal justice, public administration, government, or related field. A minimum of three (3) years of law enforcement experience combined with at least two (2) years training/teaching experience is required. Instructional experience may be substituted with a degree requirement on a year for year basis. This is a non-sworn position; 40 hours per week; Salary range- \$36,000-\$43,000.

Applications may be received by contacting the Human Resources Department at (954) 431-4505. Applications must be submitted with a professional resume no later than April 1, 1998, to:

City of Pembroke Pines
Human Resources Department
10100 Pines Blvd.
Pembroke Pines, FL 33026

The City of Pembroke Pines is an equal opportunity employer and a drug-free workplace.

**Leading Change in Police Organizations**

March 29 -April 3, 1998
Banff, Alberta, Canada

It is estimated that two out of every three change initiatives fail. You can help ensure that your strategic vision and organizational change efforts achieve your desired results, and that you receive the necessary support from middle managers and community stakeholders. How? By attending our popular and well-received program about "Leading Change in Police Organizations."

Learn from management theorists, change facilitators, and police leaders about how to implement practical strategies for organizing and implementing change. This program is "a must attend" for all senior police executives, police board and commission members, and municipal managers.

Facilitators for our program include:

Dr. David Bayley
Dean and Professor, School of Criminal Justice, University at Albany (SUNY)

Dr. Robert Jackson
Redlands University, and guest lecturer Canadian Police College

Chief Charles A. Moose
Portland Police Bureau

Assistant Director Serge Meloche
Montreal Urban Community Police

Call 1-800-590-9799 to register or receive more information



**THE INTERNATIONAL LAND TRANSPORTATION SECURITY
TECHNOLOGY CONFERENCE
April 7-9, 1998
Mariott Marquis - Atlanta, Ga.**

Attorney General Janet Reno has highlighted that 20% of all terrorist attacks are directed at land transportation targets.

The National Institute of Justice (of the Department of Justice) and the Departments of Transportation and State are sponsoring the first International Land Transportation Security Technology Conference designed to assist practitioners to improve land transportation security.

New technologies, best practices and presentations by experts in the field will be featured.

For information on attending or exhibiting at the conference, call Marina Leight at 916-363-5000 ext. 374 or e-mail: mleight@govtech.net

**Problem Solving in Toledo**

by Captain Louise Eggert,
Toledo Police Department

The Planning and Research Section of the Toledo Police Department has distributed an award winning Problem Solving Guide and training video to members of the department. The guide and video won The Governor's Community Policing Awards of excellence as best Community Policing Communication Tool in an awards ceremony on December 16, 1997 in Columbus, Ohio.

The purpose of the guide is to serve as a tool in the departments long-term commitment to improve the overall quality of life in Toledo. To further implement community policing, the guide provides a model of a problem solving process and assistance to officers engaged in problem solving activities.

Officers are motivated to be more proactive in their approach to policing. Instead of continually responding to incidents and calls from citizens, officers are encouraged to find strategies and solutions to problems so they do not reoccur. Citizen participation and information are vital to problem solving and crime prevention. The dynamic nature of problem solving allows officers the opportunity to evaluate strategy results, as well as the chance to revise and modify their approach.

Along with the guide, a form was developed so officers can document and track their progress on solving identified problems. The accompanying training video discusses the problem solving model and shows examples of problem solving to assist officers. A guide to resources in Lucas County was also given to officers to help them in making referrals.

Inquires or requests for a copy of the guide and/or video can be sent to:

Captain Louise Eggert
Toledo Police Department- Planning & Research
525 N. Erie - Toledo, OH 43624
Phone: (419)245-3231 - FAX: (419)245-3149

New Orleans Police Foundation

(continued)

Superintendent Pennington proved that he was, indeed, a risk-taker when he accepted Linder and Maple's far-reaching recommendations which included changes that offered the best hope to renew his department, restore its integrity, and most importantly, establish the infrastructure and operational systems to arrest persistent high crime in New Orleans.

Linder was charged with applying a process he developed and has successfully implemented in other large police departments called *Performance Engineering*. This process uproots ingrained perceptions and secures committed behavioral changes among large groups of people of long periods of time.

"Leadership accountability" has been the hallmark of this high performance and accountability system. With the *Plan of Action to Dramatically Reduce Crime in New Orleans* with his road map. Superintendent Pennington has moved confidently forward to restructure, reorganize and reengineer the NOPD.

Key in the implementation of this Plan has been Jack Maple, former New York Police Department (NYPD) Deputy Commissioner of Operations. Maple is widely recognized as the nation's leading police strategist. Called by many, "the nation's toughest cop," Maple brought to NOPD, along with his 27 years of law enforcement experience, the management accountability and the computer mapping system he created at the NYPD called COMSTAT. This system, which rapidly retrieves and analyzes critical crime data, is the cornerstone of a management process that drives accountability and authority to the lowest appropriate level of the police organization.

Through weekly meetings with the NOPD, Maple has guided the department in its adoption of the COMSTAT four-step crime reduction process, which includes: accurate and timely intelligence; effective tactics; rapid deployment of personnel and resources; and, relentless follow-up and assessment.

It is Maple's COMSTAT and Linder's Performance Engineering that has helped spawn the recent dramatic decline in violent crime in New Orleans. In the first six months of 1997, violent crime in the City is down 23% compared to the same period the previous year, and the decline in overall crime is accelerating. Violent crime in the French Quarter is down a remarkable 46%. City-wide, shootings are down 30%; armed robberies are down 32%; and murders are down 17%.

Mayor Morial summed up this dramatic accomplishment in crime reduction saying, "The NOPD has gone from worst to first."

But much more still needs to be done. In order to sustain the decline in crime, New Orleans and its citizens must act collectively to ensure that the NOPD is given the resources it needs to increase force strength to the optimum level recommended in the Crime Reduction Plan.

Superintendent Pennington, with continuing assistance from Linder and Maple, has had great success in the recruitment of new police officers.

The cooperation of the community, City and State leaders and the NOPD are on course to making New Orleans the safest city in America.

Police Foundation Finds Overwhelming Support From Its Volunteers

Since its inception, the New Orleans Police Foundation has been an

invaluable wealth of resources and support to the New Orleans Police Department and the City of New Orleans. Although financial support has been a key reason for the Police Foundation's success, it has also been the spirit of volunteerism that has put them over the top.

Because of its nonprofit status, the Foundation relies heavily upon the helping hands of its volunteers.

"We have been fortunate to have such a diverse group of volunteers that come from all walks of life with many different skills and talents," says Police Foundation Chairman John Casbon. "Our volunteers represent a partnership between public and private sectors, rich and poor, old and young. And all bring something unique to this organization, making it stronger and more effective in its fight against crime." Mary Madison Griswold, the Foundation's primary volunteer solicitor and coordinator tries to link volunteer interest and skill with one of the many needs of the Foundation.

"Volunteers have an opportunity to assist in everything from manning and facilitating the 1-888-NOPD-YES recruiting hotline to helping train recruits at the Police Training Academy to qualify for their shooting test," says Griswold.

A number of volunteers also aid in planning the Police Foundation's two largest fund-raisers: Partnership for a Safer City luncheon and Walk the Beat run and walk. Still more give their time to the Foundation's programs for children that include COPS for Kids and the Pre-Cadet Police Training Summer Institute.

According to Casbon, volunteers are the lifeline of the Police Foundation.

"It's evident that the City's citizens have truly banded together to help fight crime," he says. "From police

officers helping during their off hours to civic activists who believe in the future of our City, it has been a collective effort by all to make New Orleans a safer place to live and do business."

Reprinted from Partnership for a Safer City - Supplement to New Orleans CityBusiness, October 27, 1997

PERF's 1998 Annual Meeting

Changing Expectations:
the Challenge of Progressive Policing

April 29 - May 2, 1998
The Adams Mark Hotel
San Antonio, Texas

As communities and police agencies engage in community and problem-oriented policing, adopting new management practices and tactics along the way, the expectations of police officers are rapidly changing. PERF's annual meeting will focus on those changing expectations. Presentations and debates will address such issues as hiring of officers from diverse groups, police education requirements, labor/management relations, training, and off-duty employment concerns, as well as current technology issues, police partnerships with community stakeholders, and other current topics. Many sessions will feature a debate format and an opportunity for audience response and discussion.

The registration fee is \$325 for PERF members, \$365 for non-members with a discount for quantity.

Make your reservations at the Adams Mark by calling 810-354-2800.

Direct questions about registration and hotel accommodations to Dawn Blackburn, and questions regarding the agenda to Ellen Dollar. Both can be reached at 202-466-7820.

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