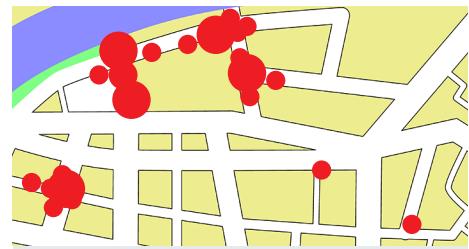


SUBJECT TO DEBATE

A NEWSLETTER OF THE POLICE EXECUTIVE RESEARCH FORUM



PERF To Host International "Hot Spots" Symposium

WHERE: Renaissance M Street Hotel
Washington, D.C.

WHEN: March 27, 2008

Details on page 5

VOL. 22, NO. 2 | FEBRUARY 2008

New Immigration Measure Taking Effect In Prince William County, Virginia

THE PRINCE WILLIAM COUNTY, VA. POLICE DEPARTMENT HAS shifted into high gear in its implementation of a new immigration enforcement policy mandated by the Board of County Supervisors (BOCS) last summer.

In a February 5 status report to the elected officials, Police Chief Charlie T. Deane described the latest developments, including the establishment of a new Criminal Alien Unit that is undergoing 287(g) training with the federal Immigration and Customs Enforcement (ICE) agency. That was one of the changes mandated by the county supervisors.

Chief Deane also noted that all other officers are receiving training on the other main element of the new policy: conducting immigration status checks of people who are legally detained—if officers have probable cause to believe the person is an illegal immigrant. That policy is scheduled for implementation next month.

In addition, Chief Deane recommended that the county install video cameras in police patrol cars in order to establish a record of

what actually happens in the field when officers begin conducting immigration status checks, and to protect officers against false allegations of racial profiling or discrimination.

A NEW LAW WITH FAR-REACHING IMPLICATIONS

The Prince William Board of County Supervisors made headlines nationwide last July 10 when it took up Resolution 07-609, following months of controversy and highly charged debate in the county about whether to “crack down” on illegal immigrants.

Acting on the advice of Chief Deane and others, the Board toned down the resolution significantly, adding a “probable cause” requirement for immigration status checks. Specifically, the final resolution provides that “incident to any lawful detention for a violation of a state law or county ordinance, Prince William County Police Officers shall inquire into the citizenship or immigration status of the detained person if there is probable cause to believe such person is in violation of federal immigration >> continued on page 4

A MESSAGE FROM CHIEF CHARLIE DEANE

Tie Immigration Policy to Your Core Mission— Keeping the Community Safe

My staff and I have been consumed by the immigration enforcement issue since it moved to the forefront in Prince William County last year. Drafting policy, public education and media outreach efforts, planning and designing training, consulting with all levels of prosecutors and our County attorneys, and briefing the Board of Supervisors has been a full-time job.

As I reflect on the past several months, it strikes me that it was important that early on



Chief
Charlie
Deane,
Prince
William
County
Police
Department

we established an overall immigration enforcement philosophy of being *fair, lawful* and *reasonable*, and that we tied our policy decisions to our core mission of keeping the community safe. In focusing primarily on criminal aliens, protecting

crime victims and witnesses, and prohibiting racial profiling, we have been able to communicate simple messages to our officers and the public. Transparency and consistency have been our goals.

Finally, the support and cooperation of police colleagues have been of great value as we have muddled through the issues. Two organizations and individuals that I would like to particularly thank are Colonel Rick Fuentes and his staff with the New Jersey State Police, who could not have done more to share their experiences and model practices. And then there is our leader, Chuck Wexler, who facilitated informative seminars and confidential meetings that provided us with very meaningful concepts.

Let's Think About Ways to Address The Shortage of Police Chief Candidates

A LOT HAS BEEN WRITTEN ABOUT THE CRISIS IN RECRUITING police officers and how police departments are struggling—and often competing with each other—to find good candidates and hold on to them after they join the force.

But there is another difficult situation that we need to start talking about—the increasing difficulty in filling the position at the *top* of a police organization. Simply put, while police departments continue to see rapid change at the top, the applicant pool for these positions is significantly smaller than in previous years.

I don't think there is any question that this is a real phenomenon. PERF has been involved in police chief selection since its inception, and over the last five years or so we have seen a dramatic reduction in the pool of candidates. I often discuss this with Charlotte Lansinger, PERF's executive search guru. Charlotte and I have worked together for nearly 20 years, and she has contributed to publications like *Command Performance: Career Guide for Police Executives* and *Selecting a Police Chief: A Handbook for Local Government*. (Executive Search at PERF is a labor-intensive affair, and in addition to Charlotte we frequently involve former Delray Beach, Fla. Chief Rick Overman and former Chicago Superintendent Terry Hillard.)

Charlotte and I know there are a lot of reasons why there's less interest in applying for the top job in a police agency. The factors come into sharpest focus when a city hires PERF to identify promising candidates both from agencies across the country and from those already serving within the department.

First, let's talk about finding someone from outside the department. There was a time when Charlotte and I would find literally scores of candidates willing to move to another city to take the job of police chief. Those days are over. Today, police executives seem to ask themselves, "Why should I do this? My family and I have a good life where we are. If we move to a new city, how do we know that our quality of life will be the same? Are the schools as good? What about the cost of living, especially the cost of a home in the new city? Will my spouse be able to find a good job? Will my children be able to handle the trauma of leaving their friends behind and starting over?"

And that's just the beginning. Potentially aspiring chiefs also have to consider whether they want to put themselves through the process of applying for a top job. Unlike the situation with other public positions, the political atmosphere can be quite toxic when a city is looking for a new chief. Candidates can expect to be scrutinized from head to toe by politicians, the news media, police unions, and interest groups. The public lobbying on behalf of particular candidates can be extremely intense. Elected officials and the public want a chief who can "walk on water," and they're reluctant to consider anyone with a mark on his or her reputation. The Internet has made it much easier for anyone to uncover minor embarrassments in a candidate's distant past. Even factors not directly related to a candidate can result in rejection—for example, complaints about some aspect of the department where the candidate currently works.

Compounding the problem is the extreme volatility of the police chief's job. Major city chiefs on average retain their positions only about four years, and the larger the city, the shorter the tenure. This makes it less likely that good candidates will consider uprooting their families to take a chief's job in a distant city.

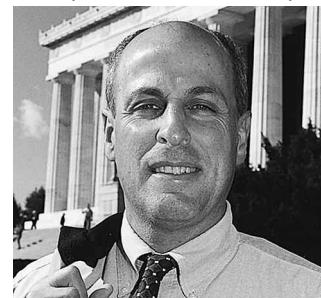
For internal candidates, the decision to apply for the position of chief can be easier, but still there are reasons why many choose against it. We have found that many senior-level police officials become less ambitious about rising to the position of chief as they watch what their bosses go through. Union problems, no-confidence votes (which have become almost a routine part of being a chief), political challenges, the intense public scrutiny....all of these things can make a chief's job look less attractive. Second-tier police executives also have to worry about the possibility of getting the top job, and then losing it a few years later, especially if they are still many years away from their pension. As if this were not enough, in some cities captains with overtime pay can earn more than the chiefs they serve.

Meanwhile, the private sector and the federal government have increased the number of high-level jobs in the security field since 9/11, and that has been a huge draw for municipal police executives. Private-sector and federal jobs are much more "out of the limelight" than the municipal police department jobs, where every decision is made in a fishbowl. The private-sector and federal government jobs also are much more secure and tend to provide excellent pay and benefits.

Charlotte and I have had some success convincing mayors and city managers in many cities to offer employment contracts and make substantial increases in the salaries and other compensation they are willing to provide to new chiefs, and that has helped alleviate the problem to a limited extent. But the other downside factors remain, so higher pay scales alone are not going to solve the problem.

The question underlying all of this is, "Where is the next generation of both police officers and police leaders coming from?" Being a police chief is still a great job—a tough, demanding job, but extremely rewarding for anyone who wants to make a serious mark on the world. A chief can become the architect of major change in a community; in fact, a chief can literally make a community a safer place to live. How do we ensure that future generations' police departments will be led by strong, intelligent, risk-taking, resourceful chiefs?

At PERF we give this a lot of thought, and sometimes it actually keeps us awake at night, wondering how we can identify the "best and brightest" and encourage them to take on these jobs. Are we doing everything possible to find and encourage a diverse group of candidates to get out of their comfort zones and



Chuck Wexler,
PERF Executive Director

E-mail: cwexler@policeforum.org
E-mail Charlotte Lansinger at clansinger@aol.com.

>> continued on page 6

In His Final Budget Proposal, President Bush Seeks Cuts in Aid to Local Police

PRESIDENT BUSH HAS PROPOSED MAJOR CUTS IN FEDERAL aid to state and local law enforcement agencies in his proposed budget for the 2009 fiscal year, which begins on October 1, 2008. Under the President's request, released on February 4, funding for the COPS program and the Edward Byrne Justice Assistance Grant program would be eliminated. Instead, the President asked Congress to provide funding for two new grant programs, at much lower levels than Congress has provided for the existing programs.

The proposed cuts to local police agencies in the President's latest budget plan are similar to those he has presented in budgets for many previous years. Congress has resisted the proposals to some extent, but overall aid to state and local law enforcement has been cut over the years. As in past years, members of Congress quickly denounced the President's latest plan. And this year, a bipartisan group of Senators also announced they will try to reverse some of the cuts made in the *2008* funding bill, which Congress approved in December. That could prove difficult, however, because the 2008 fiscal year is already more than one-third over.

CONSOLIDATING MANY GRANTS INTO SMALLER OVERALL PACKAGES

In its FY 2009 budget documents, the Justice Department indicated that the goal of the President's plan regarding state and local assistance is to streamline the process and to eliminate "earmarks"—the notations in legislation that either mandate or strongly suggest that funding be provided to specific organizations for specific purposes, rather than allowing the Executive Branch agencies to decide how to spend program funds.

"The President's budget request eliminates all earmarks from state and local grant programs," the Justice Department said. "The FY 2008 Department of Justice appropriations act included over 1,500 earmarks totaling over \$675 million."

"Included in the FY 2009 budget request is funding for the creation of four new, competitive grant programs," the Justice Department said. "These programs will provide states, localities and tribes with considerable flexibility to address the most pressing

problems facing communities today: violent crime, domestic violence, and crimes against children."

For law enforcement agencies, the two new proposed grant programs are the Violent Crime Reduction Partnership Initiatives and the Byrne Public Safety and Protection Program. Each would receive \$200 million next year if Congress approves the Administration's plan, although after administrative costs are subtracted, the amount available to state and local governments would be \$177.5 million for each program, according to the Justice Department.

The Violent Crime Reduction Partnership Initiative is defined as a program that would "help communities suffering from high rates of violent crime to address this problem by forming and developing effective multi-jurisdictional law enforcement partnerships between local, state, tribal, and federal law enforcement agencies."

The Administration's new Byrne Public Safety and Protection Program would allow state and local governments to address "their highest-priority concerns, such as violent and drug-related crime and Presidential priorities, such as DNA backlog reduction and offender reentry programs."

(The President's other two new grant programs would consolidate all Violence Against Women Act programs and all juvenile justice and exploited children programs.)

BROOKINGS STUDY SAYS COPS GRANTS WERE COST-EFFECTIVE

As in past years, reaction to the President's budget on Capitol Hill was swift, and to a large extent negative. "The President is out of touch with reality if he thinks we can keep crime down and our neighborhoods safe, while at the same time denying our folks in law enforcement the tools and resources they need to do their job," said Sen. Joseph R. Biden, Jr., chairman of the Senate Judiciary Subcommittee on Crime and Drugs. The President's proposed budget of \$400 million for law enforcement assistance "represents a drastic departure from the \$2 billion to \$3 billion in funding for state and

>> continued on page 6



Sen. Tom Harkin speaks to reporters about restoring funds to the Byrne Justice Assistance Grant program. Also present are Sen. Dianne Feinstein, Sen. Saxby Chambliss (far right), and Sen. Kit Bond (next to Chambliss).

| PROGRAM | FY 2008 ENACTED | PRESIDENT'S FY 2009 PROPOSAL |
|---|-----------------|------------------------------|
| Department of Justice | | |
| COPS | \$587 million | \$0 |
| Byrne Justice Assistance Grants | \$170 million | \$0 |
| <i>President's New Proposals:</i> | | |
| Violent Crime Reduction Partnership Initiatives | N/A | \$200 million |
| Byrne Public Safety and Protection Program | N/A | \$200 million |
| Department of Homeland Security | | |
| State Homeland Security Grants | \$712.5 million | \$310 million |
| Urban Areas Security Initiatives | \$615 million | \$825 million |
| Law Enforcement Terrorism Prevention Pgm. | \$442 million | \$0 |

law and when such inquiry will not expand the duration of the detention.”

Another section of the resolution requires that the Police Department, “as quickly as practicable,” must enter into an agreement with ICE for a 287(g) program for up to six county police officers. (The County Adult Detention Center already has a 287(g) program at the county jail to check the immigration status of offenders at booking.)

The text of Resolution 07-609 is only four pages long, but its implications are complicated and far-reaching. Ever since the resolution was approved, Chief Deane and the Police Department have been working to ensure that the legislation will take effect smoothly and without causing new problems. There are several aspects to this:

Answering the legal questions: The general intention of the Board of County Supervisors in passing Resolution 07-609 clearly was to clamp down on illegal immigrants in Prince William County. But there are limits to what a county government can do in this regard. In an August 31 report to County Executive Craig S. Gerhart, Chief Deane noted that Resolution 07-609 does not change the fact that “local police have very limited authority to enforce federal immigration laws.” For example, many federal immigration violations are matters of civil law, and “local police do not have legal authority to execute civil detainers,” he noted.

Under the new policy, Prince William police officers will be required to look into the immigration status of certain individuals who are detained, but “the legal responsibility and authority to pursue deportation or removal proceedings and to physically remove illegal aliens from the country belongs solely to the federal government,” Deane noted.

Managing public expectations: Deane also warned that members of the community may have unrealistic expectations about how much the resolution will change immigration enforcement in Prince William County. In his report to the county executive, Deane included the following examples highlighting the differences between “Expectations” and “Reality”:

EXPECTATION: Local police can arrest illegal aliens who are known to have entered the U.S. illegally or who have overstayed their visa.

REALITY: Local police have limited authority to detain illegal aliens. For example, except for cases where the officer is aware that an individual has been convicted of a felony in the U.S. and has been deported and has returned, *no Virginia law provides for police enforcement of illegal immigration*. Therefore, local police must rely on federal immigration officials to authorize the detention of immigration law violators.

EXPECTATION: ICE will detain and deport anyone known to be in the U.S. illegally.

REALITY: ICE does not own jail or detention space in the Metropolitan Washington, D.C. area or Virginia. ICE has limited capacity to detain violators and is actually competing

with local jurisdictions for the same jail space.

EXPECTATION: With new Section 287(g) training and authority, the police will be able to detain and deport all illegal aliens, and there will be random round-ups of illegal aliens.

REALITY: The limited number of detectives who receive this training are supervised by ICE. The decision regarding which persons will be deported is also made by ICE. The training will be of benefit in understanding the use of federal immigration law and authority, but in the end, it ultimately depends on the resources, staff and decisions of ICE. In addition, large-scale round-ups will not occur unless the targets are illegal aliens who have committed serious crimes.

To ensure that the community is kept informed about the implementation of Resolution 07-609 and that public expectations are realistic, Chief Deane and other members of the Police Department developed a public education plan, which includes dozens of meetings with community groups. Religious groups, business groups, civil rights groups, organizations that support stricter immigration enforcement and those that oppose it, Hispanic organizations, and others have met with the Chief. In addition, the Chief has used news media interviews to spread the word about what the community can expect from Resolution 07-609.

The Police Department also has drafted a new general order outlining the enforcement of immigration law by local officers. This includes a statement that victims of crime and witnesses will not be subjected to routine immigration status inquiries, and a statement reiterating an existing prohibition of racial profiling. “Race, color, ethnicity, or other non-criminal traits is not, in and of itself, sufficient to constitute reasonable suspicion or probable cause to justify stopping, detaining, or searching a person,” the order states.

Training: Even though ICE has a waiting list of police agencies that want to participate in the 287(g) program, Prince William County has developed a memorandum of agreement with ICE to launch such a program for officers in the new Criminal Alien Unit, and the officers recently began training with ICE in Frederick, Md. The process may have been expedited because Prince William already had a 287(g) program at its jail. After completing the four-week training program, Prince William officers will have federal authority under supervision from ICE, and will work to facilitate the deportation of criminal aliens, with the focus on illegal immigrants involved in serious criminal activity.

In addition, training of all sworn officers in the Prince William Police Department (along with selected Communications Center and civilian personnel) on the implementation of Resolution 07-609 has begun. “Immigration law does not lend itself to short ‘roll-call’ training videos or short-term orientation training,” Chief Deane said. “The complex immigration categories, legal provisions, and sanctions require comprehensive training.” Training topics will include legal issues, services available from ICE, enforcement policy and procedures, and fraudulent ID recognition.

Costs: The Police Department has estimated that the additional costs of implementing Resolution 07-609 for the detention center and the police will exceed \$14 million over >> continued on page 5

PERF To Host International “Hot Spots” Symposium As Part of Critical Issues in Policing Series

“HOT SPOTS” ENFORCEMENT, RECENTLY IDENTIFIED AS THE strategy most often used by police to fight increases in violence, will be the topic of a PERF conference next month. Hot spots enforcement is sometimes called “putting cops on the dots,” because it involves focusing police enforcement and problem-solving efforts on the particular locations—the dots on a map—that are known to generate the largest numbers of crimes, calls for service, or most serious offenses.

PERF’s International “Hot Spots” Symposium will be held on March 27 in Washington, D.C. This conference is part of PERF’s “Critical Issues in Policing” series supported by Motorola. PERF is inviting police chiefs and sheriffs to attend, along with members of their departments who are responsible for Hot Spots initiatives.

Last year, as part of PERF’s efforts to measure violent crime levels across the nation and identify the types of countermeasures being undertaken by policing agencies, PERF conducted a survey in which we asked police and sheriffs’ departments to name the types of programs and policies they were undertaking to reduce violence.

Hot spots enforcement was the Number 1 response, with 63 percent of agencies saying they have hot spots programs.

PERF is currently following up on that finding with a new survey that aims to detail exactly *how* police agencies run their hot spots programs, and to identify promising practices nationwide. Issues addressed in the survey include:

- How is a hot spot defined? As an address or an intersection, or an entire street or block, or a cluster of addresses, or a patrol beat, or a neighborhood?
- What information is used to identify hot spots? Crime reports and statistics—daily, weekly, monthly, quarterly? Are intelligence reports used? What about community input or information from elected officials?
- What strategies are most often used to address hot spots involving the specific crimes of robbery, aggravated assault, homicides and shootings, gang violence, and drug violence? When police departments conduct a hot spots intervention, do they use directed patrol? Saturation patrol? Do they implement increased traffic stops, or warrant service, or surveillance operations, or checks on probationers and parolees? What about targeting

known offenders, decoy operations, buy/bust or reverse stings, community policing and partnerships, multi-agency task forces, and technology like cameras or gunshot detection?

- Which types of hot spots strategies do police agencies consider most *effective* in responding to the various types of crime?
- How do agencies measure whether hot spots enforcement has been a success? By operational data, or arrest numbers, or reductions in crime, or citizen feedback?
- How do departments determine when to move resources from one hot spot to another? Are resources transferred after a fixed time period, or after achieving a decrease in crime, or when the need for resources is considered greater at another location?
- How do police agencies maintain the success gained in hot spots initiatives?

At the International “Hot Spots” Symposium, we will present the results of this survey and other recent research, and will explore additional questions, such as whether it is more effective to assign hot spots enforcement to officers in the affected neighborhood, or to create special units that move from one hot spot to another. Other important questions for discussion include how to find the personnel for hot spots enforcement and whether to use overtime as a major component of a hot spots program.



International “Hot Spots” Symposium

WHEN:

Thursday, March 27, 2008

8:30 a.m. to 4:30 p.m.

Pre-Summit Reception Wednesday,
March 26

6:00 to 8:00 p.m.

WHERE:

Renaissance M Street Hotel

1143 New Hampshire Ave. NW

Washington, D.C. 20037

(202)775-0800 (Refer to PERF
symposium for block rate; reserva-
tions must be made by March 10
to guarantee special room rate.)

For information about attending the International “Hot Spots” Symposium, contact Emily Milstein-Greengart of PERF at emilstein-greengart@policeforum.org or at 202-454-8322.

>>from New Immigration Measure on page 4

five years. This cost estimate does not include the patrol car cameras which are now being recommended. The greatest cost increase is expected to be at the detention center, as illegal immigrants arrested for minor offenses are detained, rather than being released on a summons.

Evaluation: Finally, Prince William County has worked out an

agreement with the University of Virginia, James Madison University, and PERF on mechanisms to evaluate this entire process. This will include tracking the effects of the policy on the attitudes of community members, analysis of crime data and gang participation, officer workload reviews, and studies of the effectiveness of ICE in handling illegal immigrants.

A wealth of information about the Prince William County Police Department’s implementation of Resolution 07-609 can be found on the department’s website, at <http://www.co.prince-william.va.us/default.aspx?topic=010036000910004401>



COPS Office Encourages Police To Plan 'Take 25' Child Safety Events

THE JUSTICE DEPARTMENT OFFICE OF COMMUNITY ORIENTED Policing Services (COPS) is encouraging local police agencies to take part in "Take 25," an annual event in which law enforcement leaders, educators, and parents take 25 minutes to talk to children about how to keep themselves safe.

The COPS Office promotes Take 25 in conjunction with the National Center for Missing & Exploited Children (NCMEC), a nonprofit group whose mission is to prevent child abduction and sexual exploitation, aid in the recovery of missing children, and help children who have been victimized.

Take 25 is held on May 25, which since 1983 has been designated as National Missing Children's Day. The first Take 25 program was held last year, and more than 375 events were held across the country, according to COPS Director Carl R. Peed.

NCMEC has created a web site, www.Take25.org, to provide information about the campaign, including a list of 25 safety tips that police can teach parents and children at community events, including the following:

- Choose babysitters with care. Obtain references. Once you have chosen the caregiver, drop in unexpectedly to see how your children are doing.
- Learn about the Internet. The more you know about how the

>>from Justice Department Spending Bill on page 3

local law enforcement assistance prior to this Administration," Senator Biden said. "At the same time, the President has slashed grants from the Department of Homeland Security."

Senator Biden particularly objected to the Administration's plan to "zero out" the COPS program. He noted that a 2007 study by the Brookings Institution found that the COPS hiring grants, which helped local police agencies hire more officers during the 1990s, "appears to be one of the most cost-effective options available for fighting crime." If Congress restored the COPS Office to the level of funding it received in FY 2000—\$1.4 billion—society would receive \$6 billion to \$12 billion in benefits, according to the Brookings study, which was conducted by Prof. John J.

>>from Executive Director on page 2

make a difference in a very public way? Through our Senior Management Institute for Police, our police executive development

Donohue of Yale University and Prof. Jens Ludwig of Georgetown University.

A MOVE TO ADD FUNDS TO THE CURRENT YEAR'S BUDGET

Meanwhile, a group of Senators called a press conference to announce that they will try to reverse funding cuts that Congress already enacted for the current, 2008, fiscal year. In December, Congress approved an omnibus appropriations bill that provided \$170 million for the Byrne Justice Assistance Grant program, compared to \$520 million in 2007.

The bipartisan group included Sens. Tom Harkin (D-Iowa), Kit Bond (R-Mo.), Joseph Biden (D-Del.), Saxby Chambliss (R-Ga.) and Dianne Feinstein (D-Calif.). The Senators noted that as recently as 2002, the Byrne grants were funded at \$900 million. They said they will attempt to increase this year's funding level to \$600

course, we teach police leaders about what they can expect if they ever reach the top position in an agency, and how they can best deal with the many challenges of the job.

This issue has reached a point where more needs to be done. I'm looking forward



Web works, the better prepared you are to teach your children about potential risks.

- Don't display your children's names on clothing, backpacks, lunch boxes, or bicycle license plates. When children's names are visible, it may put them on a first-name basis with someone who means them harm.
- Don't confuse your children with the concept of "strangers." Children do not have the same understanding of who a stranger is.... The "stranger-danger" message is not effective, as danger to children is greater from someone you or they know than from a "stranger." There may also come a time when your child may need help from someone he or she doesn't know when you aren't around.
- Practice safety skills so that they become second nature to your children. While you don't want to scare your children, it is important to make them aware of potential dangers, so that they can be prepared to avoid them, or confidently deal with them as they happen.

For additional information about the Take 25 campaign, contact Russell Petty of NCMEC at (703)778-6501 or visit www.Take25.org.

million by adding funds for the program when an emergency supplemental funding bill is considered in coming months.

"I have heard first-hand from Georgians that this funding is critical to their efforts in keeping our citizens in both rural and urban communities safe," said Senator Chambliss, who last year led an ultimately unsuccessful effort to provide \$900 million for the Byrne/JAG grants. "If we're serious about protecting our communities, keeping drugs off our streets, and preventing future crime, then we have to give our local law enforcement personnel the resources they need to carry out their duties."

"Our sheriffs and police are on the front lines in the battle against drugs and crime," said Senator Bond. "Restoring Byrne Justice Assistance Grant funds will assist our law enforcement in the fight against drugs, gangs, and violent offenders, and protect our communities from harm."

to our Annual Meeting in Miami on April 24–26 as an opportunity to explore these questions with our members, to hear your thoughts on the extent of this problem. Do you see it as a problem, and what can we do to redouble our efforts?

SAVE THE DATE!

WHAT: **PERF's Annual Meeting**

WHERE: **Miami, Florida**

WHEN: **April 24–26, 2008**



Conference Hotel

The Intercontinental Miami Hotel
100 Chopin Plaza
Miami, FL 33131

For telephone reservations call 1-866-577-3753 or 1-800-327-3065 and be sure to tell them that you are with the "PERF Annual Meeting" or group code "PER" for the conference rate. The rooms sell out quickly, so you are encouraged to make your reservations soon.

The Gary Hayes Award and Leadership Award will be given at a reception on April 24, from 6 to 8 p.m.

The **PERF Town Hall Meeting** will be held Friday, April 25, from 1 to 5 p.m.

Sessions will conclude by noon on Saturday, April 26.

Preliminary Agenda

- The News Media and the Police
- Violent Crime
- Update on CEDs
- Challenges in Policing: Lessons Learned from L.A. to London
- Defense Lawyers Who Sue the Police
- How to Avoid Consent Decrees
- Hearing from Our Federal Partners
- Immigration Enforcement and the Local Police: Moving the Debate Forward
- Witness Intimidation
- Research Roundtable
- Digital Six Sigma
- Methamphetamine Awareness and Prevention
- BJA Law Enforcement and Public Health Emergency Guides
- Raising Money—Private Foundations
- DHS's Nationwide Mutual Aid Process
- DNA: An Update from the UK to Dallas and Houston

Law Enforcement Planning & Research Directors' Forum Meeting

Planning and research directors should arrive a day early. The 2008 Law Enforcement Planning & Research Directors' Forum will be held at the Intercontinental Miami Hotel on April 23 from 8 a.m. to 5 p.m.

Registration

PERF will accept registrations for the Annual Meeting until April 23, the day before the meeting begins. Payment is due by April 14, or at the time of registration if you register after April 14.

Registration fee:

PERF Members: \$395
Nonmembers: \$435
Guests: \$40

Cancellation

If you have to cancel your registration before or on April 14, you will be issued a full refund of the registration fee. Registrations canceled after April 14 will not be refunded.



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SUBJECT
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New Immigration Measure Taking Effect In Prince William County, Virginia

PAGE 1

FROM THE EXECUTIVE DIRECTOR:
Let's Think About Ways
To Address the Shortage
Of Police Chief Candidates

In His Final Budget
Proposal, President
Bush Seeks Cuts in
Aid to Local Police

PERF To Host
International "Hot
Spots" Symposium
As Part of Critical Issues
In Policing Series

COPS Office
Encourages Police
To Plan 'Take 25'
Child Safety Events

ANNOUNCEMENT:
PERF's 2008
Annual Meeting

PAGE 2

PAGE 3

PAGE 5

PAGE 6

PAGE 7

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