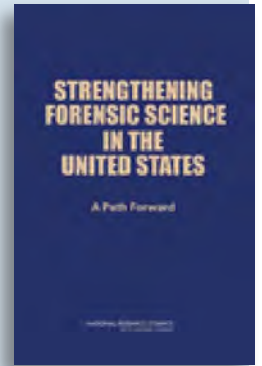


SUBJECT TO DEBATE

A NEWSLETTER OF THE POLICE EXECUTIVE RESEARCH FORUM

Landmark
NAS Report
Questions
Entire Basis
Of Forensic
Sciences
In U.S.

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Tim Quinn of COPS Office Faces An Unusual Challenge: Stretching \$1 Billion

PERF RECENTLY HAD AN OPPORTUNITY TO SPEAK with Tim Quinn, acting director of the Justice Department's Office of Community Oriented Policing Services. The last few months have been a busy time at the COPS Office, largely because the Recovery and Reinvestment Act (or "stimulus bill") signed by President Obama on February 17 includes \$1 billion in COPS funding for the hiring of new local police officers, or to rehire officers who have been laid off or were scheduled to be laid off because of local budget cuts.

The COPS Office quickly issued a solicitation for applications for the \$1 billion in new funding, and the deadline was April 14. PERF interviewed Mr. Quinn the following day:

PERF: The application process has closed. How do things look?

Tim Quinn: I'm looking at my computer right now, and we received 7,263 applications. The number of officers being requested in these applications is 39,314, and the dollars being requested total \$8.3 billion.

PERF: Yikes. I've read that you expect to be able to fund 5,500 officers, is that correct?

Tim Quinn: We've been saying approximately 5,500, and we got there by looking at data from the Bureau of Labor Statistics and the Bureau of Justice Statistics. We've been trying to get an average cost of officer salaries and benefits over three years. We're starting to see that salaries and benefits are a little bit higher than originally projected, so we probably will be able to fund between 5,000 and 5,500 officers.

PERF: It's only 5,000 officers because the \$1 billion in the Recovery Act will have to be spread out over three years, is that right?

Tim Quinn: Yes, the funding under this bill is similar to funding in previous COPS hiring programs; it's for three years of entry-level salaries and benefits.

PERF: So you don't have nearly enough money, and this is not a formula grant. You at the COPS Office are going to have to make some decisions. How will you go about that?

Tim Quinn: In the application, we have asked applicants to provide us with information on three things. First, their economic factors, such as their jurisdiction's revenue and operating budget, the law enforcement agency's operating budget, whether there are layoffs occurring in the law enforcement agency and throughout local government, whether there have been furloughs, also unemployment rates, foreclosure rates, data on families in poverty. With all of these questions, we're trying to get an insight into what's happening in that local jurisdiction economically, and what impact the economy is having overall on city government, and particularly on the law enforcement agency. Second, we ask for information on their 2008 UCR Part I crime, to see what's occurring with crime in the jurisdiction. And third, we asked a series of questions related to community policing. As you know, all COPS dollars are to go toward furthering community policing strategies to deal with local public safety challenges, so we ask how they plan to use these funds either to initiate or enhance community policing activities in the areas of partnership development, problem-solving, and organizational transformation within the law enforcement agency.

So those three areas—economy, crime, and community policing—are going to be the areas in which we will be scoring the applications, based on the data that has been provided.

PERF: The goal of the first two criteria is to put the money where it's needed most?

Tim Quinn: Yes, it's to put the resources where the economic conditions are most critical, and in areas where they're experiencing significant crime.



COPS Office Acting Director Tim Quinn

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Police Chiefs Should Lead the Way Out of Gun Violence Apathy

APRIL 20 WAS THE 10TH ANNIVERSARY OF THE Columbine school massacre in Littleton, Colorado. You probably saw several news stories marking that tragedy.

I remember that after Columbine, I heard a lot of people say things like, "It's too bad that it takes a mass killing of innocent people to get our lawmakers to do something about what guns are doing to our society."

More recently, we've had the killings at Virginia Tech. At Northern Illinois University. At the nursing home in North Carolina. The killings of police officers in Oakland and Pittsburgh.

But now, it seems that even when we have tragedies like this, nothing happens. There is no outpouring of demands for action to prevent the next tragedy from happening. People don't even bother to say, "It's too bad something like this has to happen for us to get action," because they know there is going to be no action.

And for every Columbine, or Virginia Tech, there are a dozen similar incidents that, for one reason or another, don't even capture public attention. To take just one example, how many of us remember that three months after Columbine, a stock market day-trader in Atlanta went on a day-long rampage, shooting 12 people to death before taking his own life?

It seems we have become completely anesthetized to violence in this country. Even incidents in which many completely innocent people are slaughtered sometimes go largely unnoticed.

I have spent a little time working with police officials in the UK, and I can't help but notice how radically different our responses to gun violence have been. The United States and the UK share so much in our traditions, our legal system, and our culture, but there is no similarity in how the UK and the United States have responded to critical incidents involving firearms.

England's policies on handguns were shaped by two terrible incidents. First, in the Hungerford Massacre in 1987, an unemployed laborer murdered 16 people before taking his own life. Parliament quickly responded by passing a gun control law that included a ban on the possession of semiautomatic rifles.

Nearly a decade later, England again was shaken by the Dunblane Massacre, in which a man walked into a school and killed 16 children and their teacher, injured more than a dozen more, and then took his own life.

The people of Britain were so horrified by the killings of young children that they demanded that Parliament pass a much stronger law.

This new law resulted in the buyback of all handguns in the country. Today, criminals in England who want a firearm have to smuggle one into the country.

Today, day by day, every day, the United States is far more violent than other countries. On average, 46 Americans were murdered every day of 2007. By contrast, in all of the 27 European Union countries, which have a total population 60 percent larger than the United States', there are only 8 homicides per day on

average. Eight killings in the EU compared to 46 in the United States.

The horror of this violence really hit me this week. I have been working with Chicago's public school system over the last few months, helping officials search for a way to stop the shootings of school-age children in the city. This is a severe problem in Chicago; so far, in the 2008-09 school year, 35 students have been killed.

As it happens, my daughter, who lives in Chicago, had her first baby while I was in the city. So my wife and I were at the hospital at 2 in the morning for the birth of our first grandchild, a boy. Of course it was an emotional moment, just looking at our newborn grandson.

The next evening, I went with Ron Huberman, the new CEO of the Chicago school system, to a meeting of the parents of 25 of the kids who have been killed in Chicago by gunfire. And the tragedy of the situation was just overwhelming. Young people killed in the prime of their lives. Killed on buses, killed because they refuse to join a gang. Buried in their prom outfits. Some of the parents at the meeting could not speak to us without crying. But they all were united in wanting to see something positive come of the senseless deaths of their children whose lives were cut so short.

Just hours earlier, when my grandson was born, life seemed so precious. All of the medical people bustling about to make sure everything is OK, the machines printing out information about my daughter's blood pressure, the baby's blood pressure, and everything else the doctors want to know.

And somehow that carefully protected entry into this world gets lost, and we become callous to the deaths of our neighbors' children, and as a society, we lose the ability even to be shocked.

No one is talking about taking guns away from hunters and sportsmen. But every year, Chicago police take 10,000 guns off the city's streets. Guns used in crimes, guns illegally possessed by felons, and so on. Ten thousand guns every year, in one city!

It's hard to imagine what it would take to get back to a place where the violent death of a child is unthinkable, because we have already seen it all and we have become numb to it. In England, the horror registered on the nation's consciousness, and actions were taken to stop the violence. Here in the United States, the sanctity of human life demands we do better. PERF will be exploring how we can break new ground on this issue in the coming months.



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PERF Executive Director
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Landmark NAS Report Questions Entire Basis of Forensic Sciences in U.S.

BY MATTHEW FEIGIN

ON FEBRUARY 18, THE NATIONAL ACADEMY OF Sciences (NAS) released a report that found serious deficiencies in the United States' forensic science system.

With the exception of DNA analysis, the report said, “no forensic method has been rigorously shown able to consistently, and with a high degree of certainty, demonstrate a connection between evidence and a specific individual or source.”

The report, by the National Research Council of NAS, called for Congress to establish a new, independent National Institute of Forensic Science to lead research efforts and to establish and enforce standards for forensic science professionals and laboratories. And public forensic science laboratories should be made independent of police departments and prosecutors' offices, the report said.

Press accounts noted that the NAS has such a high degree of respect as a research institution that the report could be used to significant effect in court by defense lawyers, to cast doubt on virtually the entire range of forensic evidence produced by prosecutors.

To explore what the report means for law enforcement, PERF invited one of the report's authors, Marvin E. Schechter, to speak at our Annual Meeting. Mr. Schechter, a New York City-based criminal defense attorney, gave what New York theater critics might call a boffo performance.

Speaking in a lively and entertaining way, Schechter told stories about his experience serving on the panel that produced the report, summarized the report's findings and implications, and offered advice to police chiefs about what they should do now to shore up their forensic sciences capabilities in anticipation of tougher challenges in court.

First, Schechter said, he did not want the PERF audience of police executives to think that his status as a defense attorney means he has any less interest in effective policing than anyone else. “I have a wife who walks the dog at 6:30 in the morning in Central Park,” he said. “I'm worried about that—but the police do a very good job in my town.”

Schechter said that Congress ordered NAS to conduct the forensic sciences study for three reasons. First, he said, “DNA changed the world”—not only in helping to convict defendants, but also to exonerate many people who had been convicted based on *other* types of forensic expert testimony. Those exonerations, Schechter said, called into question “what was behind the so-called ‘sciences’ that were being admitted into evidence.”

The second impetus for the report was a series of scandals at forensic laboratories. Finally, Congress wanted to prepare for the development of new forensic techniques in coming years, Schechter said.

‘WHAT WE HAVE TRADITIONALLY BELIEVED . . . TURNS OUT NOT TO BE WHAT WE THOUGHT IT WAS.’

The “bottom line” of the report, Schechter told the PERF audience, is this: “What we have traditionally believed in this country in terms of courtrooms and quote-unquote ‘science’ turns out not to be what we thought it was.”

During hearings that the NAS panel held, Schechter recalled, “People kept coming in and testifying about handwriting comparison, or fingerprint comparison, or paint coatings, or odontology [the application of dentistry to law], or blood spatter, and they said, ‘This is the science.’ And a number of the academicians on the committee said, ‘Wait a minute. That’s not science, what you’re talking about.’ And they were right.”

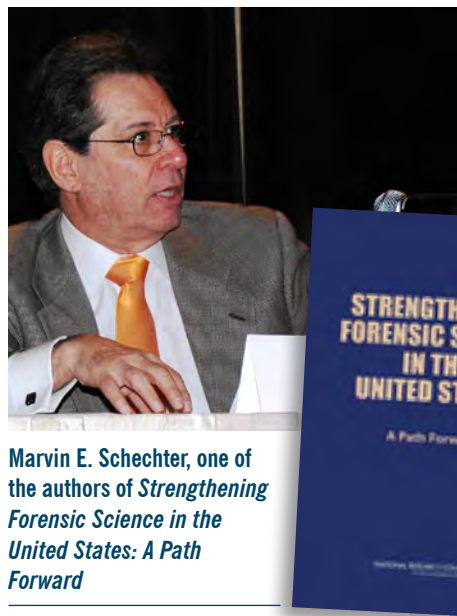
In many cases, the NAS panel could not say whether a particular forensic technique is a valid application of science or not. Many forensic techniques, Schechter said, lack the foundation of basic principles that are needed to explain a science, such as research on error rates and proficiency testing and accreditation of the people who conduct the techniques.

Currently, it is impossible to say whether certain analyses of fingerprints, handwriting, or paint coatings are valid or invalid, Schechter said. For example, he called matching a partial smudged latent fingerprint from a crime scene to 10 ink prints taken from an arrestee “very, very problematic,” because it reflects the subjective expertise of examiners doing comparisons; two examiners may reach different results.

However, Schechter indicated that he suspects that various techniques called into question by the NAS report may eventually be proven valid after further research.

One gap in research on forensics, Schechter told the PERF audience, is that little data exists on the effect of “contextual bias”—what an examiner is told about the evidence he or she must review. In one study, fingerprint examiners were sent pairs of prints that, unbeknownst to them, they had examined earlier in their careers. However, notations had been added to the prints, such as “subject

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Marvin E. Schechter, one of the authors of *Strengthening Forensic Science in the United States: A Path Forward*

confessed to the crime.” Given such cues, 25 percent of the examiners reached conclusions that were consistent with the notations—but *inconsistent with their own prior work*.

SOME TECHNIQUES ‘ARE NOT VALID AT ALL’

“There are other things we found that are not valid at all,” Schechter said. “There’s nothing there. There’s no ‘there’ there. I’d love to say to you this emperor has no clothes. But that’s not the case. This emperor doesn’t even have a skeletal structure.”

For example, the NAS committee heard a presentation from the nation’s leading expert on forensic odontology, a presentation that included slides of bite marks on victims. After 20 minutes of explaining odontology, the expert concluded, “Now having told you all that, I have to tell you that there is no scientific basis for what I just said.”

Therefore, the expert on bite mark evidence told the NAS panel that he no longer offers any testimony indicting a belief that a given defendant is guilty based on bite marks.

Schechter also said there is currently “just no basis” for allowing testimony on the analysis of blood spatter or fibers. “And all you can say about hair is that it comes from a group,” he stated. “You cannot say in a court of law, ‘I found this hair at the crime scene; it belongs to the defendant.’”

However, Schechter noted that even though many techniques should not be offered in court, they may be useful as investigative tools to narrow the field of suspects.

While the NAS report is not legally binding, it is already being quoted in legal papers. Schechter predicted that challenges to the admissibility of expert evidence based on the report will come “fast and furious”—not only from defendants, but also from prosecutors challenging forensic evidence that is offered to establish innocence or overturn convictions.

‘GIGANTIC PROBLEMS’ WITH BACKLOGS

Beyond its review of particular forensic specialties, the report calls for reforms of the forensic science system in general. Above all, Schechter said, there is a “total lack of adequate resources.” Enormous backlogs pose problems not only for law enforcement but also for defendants who hope to be exonerated. Schechter said that crime labs reported “gigantic problems” with backlogs and inadequate funding, regardless of whether they were in big cities or small.

The NAS report will intensify problems with resources, Schechter said, because it calls for large amounts of research to validate forensic techniques, and that research will consume funding.

And even if crime labs’ budgets are expanded to provide for larger staffs, there are not enough qualified people to hire, because so few universities have training programs in forensics, Schechter said.

Another problem is that crime labs compete for resources with other police functions. “The medical examiners and the lab people complained bitterly about this,” Schechter said. Police chiefs considering whether to spend \$40,000 on a gas chromatography machine, for example, may ask themselves whether the money would be better spent on hiring an officer or replacing a patrol car or two.

The NAS panel also concluded that the forensics community is fragmented and has no overall vision. “You get the distinct feeling that some of these guys [who testified before the committee] were not really seeing the big picture,” Schechter said. The report found no consensus even on the definition of the forensic community, much less its goals or long-term agenda for forensic science. Groups, mostly known as Scientific Working Groups (SWGs), discuss best practices in particular specialties and recommend accreditation standards. SWGs’ work, however, varies in quality, and they are underfunded, if not entirely without funds, Schechter said. Furthermore, standards recommended by an SWG are not enforceable.

WHAT CHIEFS SHOULD DO: READ THE REPORT

Schechter suggested several ways in which police executives can address the concerns raised by the report. First, he encouraged chiefs to read the entire 217-page report, rather than relying on press coverage, advice from prosecutors, or the report’s own executive summary. “By and large, this is a very readable report,” he promised.

Second, chiefs should review *Daubert v. Merrell Dow Pharmaceuticals* (1993) and *Frye v. United States* (1923), the two key court cases on admissibility of scientific evidence. “How can you as a police chief or a police officer or a detective who’s gathering evidence not know what the goal is down the line for admissibility into a court of law?” Schechter asked the audience.

Third, he said, chiefs should call in the heads of their labs and make sure *they* have read the NAS report. And finally, chiefs should ask their detectives about any pending cases they have that rely on forensics, should review those cases, and should ensure that the detectives have read the portions of the NAS report dealing with the techniques at issue.

CHIEFS SHOULD EXAMINE THEIR OWN LABS AND PROPERTY ROOMS

Once everyone has read the NAS report, Schechter said, an agency can focus on the accreditation of its lab and personnel. If he were a police chief, Schechter said, he would ask his lab chief, “Are we certified? Are we accredited? Who in our lab is a certified technician and who is not? And tell me what that means in terms of our lab. And by the way, at the last review of our lab by ASCLD [the American Society of Crime Lab Directors], what were the mistakes we’ve been making?”

Not only the lab as a whole, but anyone offering evidence in court, should be accredited by an independent agency, Schechter said. He therefore encouraged chiefs to ask for the résumés of all lab staff members.

The responsibility for generating reliable evidence extends beyond the forensic lab to other parts of the criminal justice system, Schechter said. In particular, he called property clerks’ offices “explosions waiting to happen.” Because certain types of evidence that are now useless may eventually become valuable when new techniques are developed to exploit it, the only safe course is to keep all evidence indefinitely—and be able to produce it when it is needed, he said.

Schechter said chiefs should also review carefully how their departments collect evidence at crime scenes. That task can be especially challenging, he acknowledged. For example, “only on television do police put up the yellow tape and it keeps everybody out,” he said. In real life, if a city councilperson or other person is allowed

to visit a crime scene and ends up touching evidence and leaving DNA on evidence, that DNA may have to be eliminated to convict a defendant.

'LACK OF MONEY IS NO EXCUSE'

Schechter acknowledged obstacles to such reforms but encouraged law enforcement agencies to overcome them. "Lack of money is not a basis upon which to say, 'I can't do it,'" he said. "It can be done if it's a priority."

Chiefs should work to "educate the politicians better" about the long-term savings from spending money on labs, Schechter said, just as the defense bar has convinced elected officials that spending money on indigent defense avoids greater expenses in the future from overturned convictions. If government funds are not available, businesses may help, for example, by providing scholarships for officers to study at leadership academies or college students to study forensic science. Labor union resistance to imposing new accreditation requirements, likewise, can be overcome, by legislation if necessary, Schechter said. "That's just a question of leadership," he concluded. "It's a question of conferences like this from PERF and people who are interested in getting it right."

HOW FORENSICS MAY CHANGE IN THE LONG TERM

Perhaps the NAS committee's most controversial recommendation was to make existing labs independent of law enforcement agencies. Such independence, Schechter said, will free forensic science from competition for resources, and will reduce bias and accusations of bias. Schechter said that testimony to the NAS panel led him to the conclusion that a police culture exists, and that it can compromise the integrity of the justice system.

"There are people who think there's a way to do things," he said. "And one of those ways to do things is to go down the hall and say to the lab guy, 'You know, we got this guy, the whole thing's

resting on your head.' That can't play out. That's not right."

The report calls for the creation of a National Institute of Forensic Science (NIFS) that will establish best practices, set mandatory accreditation standards, direct grant funding, oversee forensic education, and develop a strategy for the field. The NAS committee concluded the institute must be independent to be credible and to do the long-term work necessary to establish the validity of forensic techniques. "Police labs are in the business of catching bad guys. They collect evidence, they look at the science, and they try to get that evidence to the prosecutors," Schechter said. "Police labs are not in the business of developing a wide long-term research project into fingerprint comparison or IAFIS. That's not what you do. Nor should you be doing that. You don't have the money to do it, nor is it your mission."

Schechter stressed, however, that NIFS would need "to be credible with and work with police agencies. We don't want to create an independent agency that's hostile to the police." In particular, he said, NIFS could join law enforcement organizations in calling for more federal funding of forensic research beyond what is provided for DNA. It could also support state and local law enforcement in seeking better access to and interoperability of federally run databases such as fingerprint systems.

"Wouldn't it be great," Schechter asked the PERF audience, "to have a conference at the NIFS building at which six representatives from PERF were there, six representatives from the criminal defense bar, six from the National District Attorneys Association, from private industry . . . This would make so much simple sense to me that it's very difficult to understand why we haven't done it. But that's what the report is about."

Strengthening Forensic Science in the United States: A Path Forward is available at www.nap.edu/catalog.php?record_id=12589.

Matthew A. Feigin is an attorney practicing in New York City.



>> from **Tim Quinn Interview** on page 1

PERF: You mentioned a scoring system; can you tell us more about that? Is this going to be a mathematical formula?

Tim Quinn: Yes, in building this application, what we tried to do was come up with objective indicators for the economic health of the community, the crime picture within the community, and the community policing aspect. We tried to ask for data that is objective, and also is readily obtainable. So for these questions like unemployment rates, or families in poverty, we provided websites where they could obtain their own local information from national databases. All of these questions will be factored into an overall score for each application.

PERF: Do you have a sense yet of how many of the 7,263 applications you'll have to deny entirely?

Tim Quinn: It's too early to say. Knowing that we expect to fund between 5,000 and 5,500 officers and we have over 7,200 applications, it's clear that unfortunately, there will be many requests we will not be able to fulfill at all. And knowing that we have requests totaling almost 40,000 officers, it's clear that we will have a lot of requests that we can honor partially, but not at the level that the departments have asked for. But in terms of the specifics, we won't

know until we really start digging into the applications we have received.

PERF: What's your time frame?

Tim Quinn: We will be awarding the grants by the end of September at the very latest. But we suspect it will be sooner than that.

PERF: What about your regular funding bill? The COPS Office received \$550 million in the regular 2009 appropriations bill.

Tim Quinn: Yes, but none of those funds are available for hiring; all of the hiring money we have this year comes from the Recovery Act. The \$550 million must go to a combination of other programs, such as the Tribal Resources Grant Program, the Child Sexual Predator Program, the Secure Our Schools program, and a technology program and a methamphetamine program, both of which are Congressionally directed; the last two won't be open programs.

PERF: What's the outlook for 2010 funding?

Tim Quinn: We don't know yet what will be available through COPS for officer hiring in 2010. But we know that the Obama Administration wants to provide funding for an additional 50,000 officers over a number of years.

PERF: Thanks very much, Mr. Quinn.





George L. Kelling, Robert Wasserman, and Bryan Schafer Receive PERF's 2009 Leadership and Hayes Awards

PERF PRESENTED ITS 2009 LEADERSHIP AWARD and Gary P. Hayes Memorial Award during a reception at its Annual Meeting on March 26 in Washington, D.C.

The Leadership Award, PERF's highest honor, was awarded jointly to Dr. George L. Kelling, professor of criminal justice at Rutgers University, and Robert Wasserman, chairman of the Strategic Policy Partnership.

The Leadership Award is presented to "individuals who have made outstanding contributions to the field of law enforcement, and who exemplify the highest principles and standards of true leaders in policing on a national level."

Dr. Kelling and Mr. Wasserman, who have collaborated in many ways over the years, easily meet those criteria, having been at the center of all the major advances in policing since the 1970s, beginning with the Kansas City Preventive Patrol Experiment of 1972-73. That study has been called "the granddaddy of all police research," because it opened the doors of modern-day policing to researchers and established the precedent that policing is a field that can benefit from scientific analysis.

Probably the most famous of Dr. Kelling's works is the development, with James Q. Wilson, of the "broken windows" thesis, which holds that seemingly small indicators of disorder in a neighborhood, if left unattended, can lead to more serious disorder and crime. Dr. Kelling's other major studies included the Newark Foot Patrol Experiment of 1978-79, which found that even though foot patrol may not reduce crime, it reduces citizens' fear of crime.

Mr. Wasserman has been deeply involved in most of the innovations in policing that have been made since the 1970s, including the first use of "solvability factors" for managing investigations in the Rochester, New York Police Department; "team policing" initiatives in Dayton, Ohio; creating the Boston Police Department's Community Disorders Unit to deal with racial and other bias crime; and working with Chief William Bratton in Boston, New York City, and Los Angeles, and Chief Lee Brown in Houston, in the areas of neighborhood policing, police accountability and Compstat policing.

"George Kelling's 'broken windows' theory is used in all levels of policing, from the chief on down," PERF President John Timoney said. "There may be some officers on the beat who don't know the name George Kelling, but they know his theory. They talk about broken windows all the time. They get it and it makes sense to them."

"A look at Bob Wasserman's biography is a review of police history of the past 35 years," said PERF Board Member and Milwaukee Police Chief Edward Flynn. "At every critical juncture, Bob has played a part. If you're a police leader, there's a good chance that Bob has helped you out by way of encouragement, recruitment, and advice."

"George Kelling and Bob Wasserman have had more of an impact on American policing that just about anybody else who could be mentioned," said Los Angeles Chief William Bratton. "They have had a profound influence on police departments and police leaders for four decades, and they continue to do so."

HAYES AWARD GOES TO LT. BRYAN SCHAFER

PERF presented the 2009 Hayes award to Minneapolis Police Lt. Bryan Schafer in recognition of his leadership in helping to overhaul his department's entire approach to juvenile justice. This effort not only has resulted in sharp reductions in violent crime by juveniles, but also has produced successful mechanisms for steering minor first-time offenders away from the downward spiral of increasingly serious criminality.

The story of Lieutenant Schafer's award-winning achievement began in April 2006, when Tim Dolan took over as acting chief of the Minneapolis Police Department. Violent crime in Minneapolis was increasing so rapidly that the local news media once again were beginning to call the city "Murderapolis." And unlike other major cities, 50 percent of the violence in Minneapolis was attributable to juveniles.

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ABOVE LEFT: Dr. George Kelling. MIDDLE: Minneapolis Lt. Bryan Schafer and his wife Janell. RIGHT: Bob Wasserman.

'Swine Flu' Scare Prompts Interest in Police Planning for Public Health Crises

AS OF THIS WRITING, IT APPEARS THAT THE MEXICAN "swine flu" virus, A(H1N1), is less dangerous than initially feared, and that is very welcome news, because a full-scale pandemic involving a highly lethal flu virus could easily kill tens or hundreds of thousands of people worldwide.

PERF would like to take this opportunity to remind our members that we recently published a 111-page book detailing what police chiefs should know about the threat of a flu pandemic.


This book, *Police Planning for an Influenza Pandemic: Case Studies and Recommendations from the Field*, details the steps that police departments can take now, to ensure that they will be ready when a pandemic happens. PERF began studying the implications of a flu pandemic for policing several years ago, when we heard that the Metropolitan Police Service of London was concerned about this. We were able to produce this report with support from Motorola through our Critical Issues in Policing Series.

You can download and print our report by going to our

Website here: http://policeforum.org/upload/Pandemic_v4_732100089_4272009094214.pdf. Printed copies also can be ordered by calling the PERF bookstore at 888-202-4563.

The PERF report details how a flu pandemic could impose major new responsibilities on a police agency, such as enforcing quarantines, providing security at hospitals that might become swamped with patients, and shutting down public gatherings to reduce the spread of a virus. The report also describes how a pandemic could decimate a police department's workforce, as police employees themselves become sick or are forced to stay home because they have been exposed to the flu virus. The report details the efforts of four police agencies of various sizes—in London; Toronto; Fairfax County, Va.; and Overland Park, Kansas—to make advance plans for a flu pandemic. These plans largely focus on prioritizing police functions, and suspending the less critical operations as necessary, so that a reduced police workforce may focus on the most important responsibilities.

Another PERF report, produced in partnership with the U.S. Justice Department, *The Role of Law Enforcement in Public Health Emergencies*, can be found here: http://policeforum.org/upload/Pandemic%20FINAL_289750054_182007082257.pdf.


And the Bureau of Justice Assistance has developed a pandemic Web page that lists many other resources for police and other criminal justice agencies: <http://www.ojp.usdoj.gov/BJA/pandemic/resources.html>. 

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Chief Dolan knew that he needed to start by reestablishing the Police Department's Juvenile Unit, which had been disbanded some years earlier due to budget cuts. Dolan named Schafer commander of the Juvenile Unit and gave him a small squad of a half-dozen investigators, along with simple instructions to start fixing the problem.

Schafer moved quickly to help establish the Juvenile Justice Center, a facility located next door to the Police Department's Juvenile Unit, where juveniles who had been arrested for relatively minor offenses could be held until their parents or guardians could take custody of them. This made patrol officers more willing to arrest young offenders. The juveniles who had been causing problems day and night were no longer free to roam.

Lieutenant Schafer worked to hold juvenile offenders accountable. Minor offenders are released to their parents under strict conditions that the youths go to school, attend the programs they need, and show up for court appearances. Schafer also worked with a steering committee established by Mayor R.T. Rybak to create a "Blueprint for Action" based on a holistic approach to preventing violence by youths. The blueprint aims to intervene at the first sign that a young person is at risk for committing an act of violence.

"Lieutenant Bryan Schafer succeeded where others could not," Chief Dolan said in nominating Schafer for the Hayes Award. "He has ensured that we have an answer for juvenile crime, and the answer is a good balance between tough enforcement for serious offenders and providing real help to first offenders. He completely changed the way that business is done, not just in the Police Department, but across the entire justice system in Minneapolis." 



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