Recipes for Law Enforcement Information Sharing

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Recipes for
Law Enforcement
Information Sharing

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A collection of practical and easy to implement recipes for successfully implementing and operating Law Enforcement Information Sharing (LEIS) projects.

iii

Preface

Genesis of this book…

Thank you to the cooks and contributors…

Adding stuff to the next edition…

Table of Contents

(Ignore page numbers in this outline)

Chapter One

Appetizers

❧

Getting Started with LEIS

Recipes:

A. Assessing Regional Interest

B. Educating the Community

C. Crafting the Initial Concept

D. Developing a Funding Strategy

E. Establishing the Project Team

A. Assessing Regional Interest

Successful LEIS projects require strong community interest and desire. One way to assess your community's readiness and commitment to LEIS is to schedule a small group meeting to introduce the concept of LEIS to your fellow Chiefs and Sheriffs; the outcome of the meeting will help you to determine if you should proceed with implementing an LEIS project in your region.

Ingredients:

1. Chief or Sheriff with the passion to implement LEIS in their region.

2. A small forum to introduce the idea, like a county law enforcement association.

3. A well respected speaker from another, successful and ongoing LEIS project, preferably one nearby.

4. Small handout describing what LEIS is and the reasons for starting a project in your region should start a project.

5. Handful of operational issues impacting community safety to illustrate the imperative for LEIS.

Cooking Directions

❑ Establish a formal agenda item to discuss LEIS at the next planned meeting at the selected forum.

❑ Invite the leader of a nearby (successful) LEIS project to speak at the selected forum.

❑ Prepare the small handout (ingredient #4); be sure to customize it to your specific county or regional issues and concerns.

❑ Facilitate meeting; have speaker discuss how LEIS helped them to address crime issues in their region.

❑ Discuss need for establishing an LEIS project in your region; get agreement from 2 or 3 other Chiefs or Sheriffs to move forward on the effort.

Preparation Notes:

- Every LEIS project starts with the passion of a single individual in that region; a chief, a sheriff, the U.S. Attorney in that region, or another non-uniformed staff member.

- Regardless of how it gets started, it CANNOT be delegated to the IT staff—experience has shown that the most successful LEIS projects have LEOs (preferably Chiefs and Sheriffs) at the helm, actively involved in building and growing the effort.

- Vendors with LEIS products can help you to start LEIS projects, but they too CANNOT lead the effort—take their advice, but keep LEOs in charge.

- Seek out help from the various law enforcement associations such as the IACP, NSA, or MCC for recommendations about successful LEIS projects.

- Many organizations have published guidance for LEIS efforts. Unfortunately, most were written to accommodate a broad audience and will probably not resonate with your local region—make sure the handout you prepare talks to the issues, crime problems, and concerns particular to your region.

Measures of Success:

Q1. Did you get commitment by 2 or 3 other Chiefs/Sheriffs who will help to move forward on the project?

Q2. Have you set a date to provide those chiefs and sheriffs (and their deputies) a more detailed educational seminar on LEIS?

Q3. Did one of the chiefs or sheriffs in the group (if not you) step forward as a leader to drive the project forward?

B. Educating the Community

Once there is commitment to implementing an LEIS project, it's important to conduct an LEIS seminar to educate the leadership and technical staff from the initial group of participating agencies; it's critical at this point to make sure they have a clear understanding about what LEIS really is and what is required to establish a project in their region.

Ingredients:

1. Education session outline included in Appendix C1 of this cookbook.
2. Participating agency Chiefs, Sheriffs, their deputies, Information Technology (IT) Division Heads, and (where appropriate) Public affairs/Privacy Officers.
3. Suitable training facility for the education session.
4. Chief or Sheriff identified to lead the project.
5. Suitable number of facilitators knowledgeable in the subject matter contained in the outline.
6. Special guest, someone well respected in county, state, federal government.

Cooking Directions

❑ Review the outline in Appendix A and customize it for your region; add or delete areas as appropriate.

❑ For each area of the outline, identify and secure a speaker/facilitator knowledgeable in that area.

❑ Secure a "special guest" to speak at the session; County Executive, Governor's Office, or a Federal agency partner like the regional U.S. Attorney.

❑ Find and secure a suitable training facility in which to conduct the LEIS Education session.

❑ Send out invitations to selected Chiefs, Sheriffs, IT Division Heads, and Privacy Officers.

❑ Conduct the education session; be sure to write-up an after-action report and note any issues of concerns raised during the session.

Preparation Notes:	• Review the outline in Appendix C and customize it for your region/group of participating agencies.
	• This education session really serves as the "kickoff" for the LEIS project and some effort should be given to publicize it with a press release.
	• Schedule a ½ day for the education session; preferably at the lead Chief or Sheriff's agency.
	• Be sure the guest speaker is someone the other Chiefs and Sheriffs view as a leader and supporter.
	• Make sure invited speakerst are senior enough (and experienced enough) to speak to LE executives.
	• Using the outline in Appendix C as a guide, make sure to prepare a handout for the participants; leave plenty of room for them to writes notes/questions.
	• Assign an officer/administrative staff member to take minutes and document all questions, issues and/or concerns that are raised during the meeting.
	• Do not skip the last open discussion portion of the education session; it is very important at this juncture that everyone gets a chance to express their issues and concerns about the LEIS project.
Measures of Success:	Q1. Did everyone who was invited attend the entire education session?
	Q2. At the conclusion of the session, did all attendees have a good understanding for what is involved in undertaking an LEIS project?
	Q3. Did everyone in attendance get to voice their questions, issues, or concerns about the project?
	Q4. Were minutes of the meeting published, with a list of all attendees and any questions, issues and/or concerns voiced during the meeting?

C. Crafting the Initial Concept

Developing an initial concept paper is a very effective way to communicate (at a high-level) a description of the first phase of the LEIS project for that region—done right, it will answer the basic who, what, where, when, and how questions for your region.

Ingredients:

1. Initial concept paper outline included in Appendix C2 of this book.
2. List of regional community safety concerns and a brief description of the impact the participating agencies hope to effect on those issues.
3. List of LEIS project participants, divided into three phases of implementation.
4. List of the types of information to be shared; prioritized for inclusion into one of the three phases of the project.
5. General description for how the project will work.
6. Operational scenarios to describe how the LEIS will be used; tactical example, investigative example, and preventative/proactive example.

Cooking Directions

- ❑ Take the concept paper outline from Appendix C2 and customize it to fit the needs of your region.
- ❑ Divide up the outline and ask other Chiefs/Sheriffs to author selected parts.
- ❑ Make a list of all possible participating agencies in the region; divide the list into three phases for implementation.
- ❑ Author three operational scenarios that describe how LEIS will work in practice.
- ❑ Distribute draft concept paper to all initial participating agency Chiefs and Sheriffs for review.
- ❑ Hold a special meeting to get formal agreement for the concept paper (signatures).

Preparation Notes:

- Try to get the concept paper completed and signed within 90 days of the education session; it is important to try and keep the project momentum moving forward.

- It is also important to engage all of the phase one agencies Chiefs and Sheriffs in the authoring of the concept paper; be sure to divide up writing assignments.

- Keep the number of phase one participants to no more than 10 agencies; hold off deciding phase two and three participants until the governance board is up and running.

- Be sure to seek out help from other LEIS projects; ask for copies of their concept papers.

- Make the concept paper approval/signature meeting a big deal; publish a press release, invite a public official to speak.

Measures of Success:

Q1. Did you (collectively) agree to an initial set of participating agencies?

Q2. Were you able to involve all of the initial participating agencies in authoring of the concept paper?

Q3. Did you successfully get all of the initial participating agencies to approve and sign the Initial Concept Paper?

D. Developing a Funding Strategy

As much as LEIS is *not* about the technology, effective sharing cannot be implemented without it. It's important to get an early jump on how the region plans to fund development and deployment of effective LEIS technology and strategy document produced here will address how to fund the LEIS project; keeping in mind the need for both growth and sustainment funding.

Ingredients:
1. LEIS Funding Strategy template included in Appendix C3 of this book.
2. Inventory of available near-term funding sources; state and local sources.
3. Inventory of longer-term funding sources; federal grants, user-fee structure, etc.
4. Expertise and guidance from other regional or state LEIS projects.
5. Funding strategy meetings (kickoff session, strategy refinement, and final briefing to community).

Cooking Directions
- ❑ Conduct a kickoff meeting with initial participating agencies; customize Funding Strategy template to fit the needs of your region.
- ❑ Work together to complete Section 1 of the template to compute an estimate of the funding requirements needed for phase one of the project.
- ❑ Determine funding initial participating agencies (or state agencies) can commit for phase one.
- ❑ Make a list of other, longer-term funding sources; federal or state grants, municipal funding, etc.
- ❑ Conduct a strategy refinement meeting to review a draft of the funding strategy paper.
- ❑ When finalized, conduct a public briefing of the LEIS funding strategy to all interested regional participants.

- Funding needs for LEIS can vary quite widely, depending on number of agencies involved, number and types of data to be shared per agency, and sophistication of sharing capabilities to be provided.

- Don't go for Cadillac right away. Start with a few basic LEIS capabilities and add sophistication in a phased way, as funding becomes available.

- Seek out help and guidance from other LEIS projects; ask what strategies they used that were successful—you may even be able to reduce funding requirements by re-using technologies from other regions (more of that in Chapter 3).

- Be sure to identify funding for project management, separate from technology development costs—it is highly recommended that project management NOT be the responsibility of the same vendor/agency developing the LEIS solution.

- Make sure to include funding necessary to sustain the LEIS project; software enhancements, bug fixes, user help desk, training, etc.

- It is also helpful to include a list of "things to do" in the funding strategy document that serves as a roadmap of actions to implement the strategy.

Q1. Did you (jointly) develop an initial estimate to implement LEIS for the initial set of participating agencies?

Q2. Were near-term and long-term funding sources identified, with steps needed to secure funding from those sources?

Q3. Did you successfully get all of the initial participating agencies to approve and sign the Funding Strategy paper?

9

E. Establishing the Project Team

Once regional agencies have agreed to the initial LEIS concept and the funding strategy, it is time to establish the project team that will lead the project (at least) through phase one. This recipe will help you to identify the project team roles needed in your region, with recommended verbiage for their respective duties, responsibilities, and authorities.

Ingredients:
1. LEIS Project Team guide included in Appendix C4 of this book.
2. List of candidates for various Project Team roles.
3. Participating agency Chiefs and Sheriffs meeting to review candidates and make Project Team assignments.
4. Letters of appointment for Project Team Members.
5. Formal announcement of Project Team assignments to participating agencies and other concerned organizations.
6. Project Team collaboration website.

Cooking Directions

❑ Conduct a kickoff meeting with initial participating agencies to customize the list of Project Team roles in Appendix C4 for your region.

❑ Put out call for volunteers to fill Project Team positions listed in the template; include brief description of skill/experience requirements.

❑ Conduct Project Team assignment meeting and select individuals to fill Project Team roles.

❑ Prepare and deliver Letters of Appointment for all Project Team individuals.

❑ Prepare and issue a public announcement of Project Team assignments to all participating agencies and other concerned organizations.

Preparation Notes:

- Prepare, for each Project Team position, a statement of duties, responsibilities, authorities and performance expectations.

- Be sure to select Project Team members who can remain in the assigned position at least until phase one of the project is operational.

- Beyond subject matter expertise, special consideration should be given to select Project Team members who:

    - Are well respected within the region;
    - Have a personal interest in making the LEIS project a success; and
    - Have demonstrated leadership and interpersonal communication abilities.

- As soon as possible, establish a Project Team Website to facilitate collaboration, scheduling, document sharing, and task management. A couple examples of no-cost (low-cost) team collaboration websites are included below:

    - http://projects.zoho.com/jsp/home.jsp
    - http://groups.google.com/
    - http://workspace.officelive.com/

Measures of Success:

Q1. Was the template in Appendix C4 customized to fit the Project Team needs of your region?

Q2. Did all initial participating agencies have the opportunity to submit candidates for Project Team positions?

Q3. Were all initial participating agency Chiefs and Sheriffs directly involved in the selection of Project Team assignments?

Q4. Was a Project Team collaboration website established?

Chapter Two

First Course

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Organizing the Region

Recipes:
A. Creating a Regional Crime Strategy
B. Establishing Regional Governance
C. Preparing a Concept for Operations
D. Project Review Meetings
E. Project Communications Strategy

Chapter Three

Second Course

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Planning the Project

Recipes:
   A. Cataloging Regional Data
   B. Mapping Network Connectivity
   C. Security and Privacy Requirements
   D. Identifying Available Technology
   E. Developing the Project Plan

Chapter Four

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Making it Happen

Recipes:

    A. Procuring LEIS Technologies
    B. LEIS Implementation
    C. Project Monitoring and Oversight
    D. Technology Testing and Acceptance
    E. Managing Project Risk

Chapter Five

Second Helpings

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Keeping it Going

Recipes:
    A. Training LEIS Users
    B. Supporting LEIS Users
    C. Employing a User Group
    D. Employing a Technical Committee
    E. Celebrating LEIS Successes
    F. Evaluating LEIS Effectiveness

Chapter Six

Desserts

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Enhancing Capabilities

Recipes:
- A. Adding Additional Agencies
- B. Connecting to Other LEIS Efforts
- C. Enhancing LEIS Capabilities
- D. Getting Ahead of Crime
- E. Transition to a Fusion Center

Appendices

Appendices:
- A. Index
- B. References
- C. LEIS Project Outlines, Templates, and Guides
- D. xxx
- E. yyy
- F. zzz

Appendix A: Index

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Appendix B: References

[tbd]

Appendix C: Project Outlines, Templates, and Guides

[tbd]

Appendix D: xxx

Appendix E: yyy

Appendix F: zzz

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