

U.S. Department of Justice
FY 2012 PERFORMANCE BUDGET

Office of Community Oriented Policing
Services

Congressional Justification
2/09/2011

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I. Overview for the Office of Community Oriented Policing Services (COPS)

1. Introduction

In FY 2012, the **Office of Community Oriented Policing Services (COPS)** requests a total of \$709,830,000, 210 positions and 175 FTE. Of this amount, \$669.5 million is requested under the COPS appropriation to further the Department's effort to successfully assist state, local, and tribal law enforcement agencies in their efforts to prevent crime, enforce federal laws, and represent the rights and interests of the American people. The COPS Office is proposing several program increases to assist state, local, and tribal law enforcement to combat crime and increase law enforcement effectiveness by leveraging resources and maximizing cooperative efforts. The key highlight of this request is a \$302 million increase for the COPS Hiring Program to assist in hiring additional law enforcement professionals. In addition, an \$8.5 million increase is requested to expand community policing development efforts including training, technical assistance, and the development and dissemination of COPS knowledge resources. Finally, a \$10 million increase is requested for the Police Integrity initiative to further efforts to build and enhance the trust between police and the citizens and communities they serve. Electronic copies of the Department of Justice's Congressional Budget Justifications and Capital Asset Plan and Business Case exhibits can be viewed or downloaded from the Internet using the Internet address: <http://www.justice.gov/02organizations/bpp.htm>."

Highlights of this request include \$600 million to maintain the COPS Hiring Program initiative. The COPS Office mission is to advance public safety through community policing.

Management and administration funds are being requested separately through the Department's Salaries and Expenses (S&E) account to support COPS FTE; for the administrative and oversight costs of COPS programs; and for management and administration of programs appropriated in prior fiscal years. The COPS Office requests an increase of \$2,812,000 above the current services level for a total of \$40,330,000 for management and administration expenses and to maintain a total of 210 positions, and 175 FTE under the S&E account.

2. Background

The COPS Office was established in 1994 to assist state, local and tribal law enforcement agencies in enhancing their effectiveness in building their capacity to advance public safety through the implementation of community policing strategies. Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem solving techniques, in order to proactively address the immediate conditions that give rise to public safety issues such as crime; social disorder; fear of crime; and satisfaction with police services. Community policing is comprised of three key components:

Community Partnerships

Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police:

Other Government Agencies

Community Members/Groups
Nonprofits/Service Providers
Private Businesses
Media

Organizational Transformation

The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving:

Agency Management

Climate and culture
Leadership
Labor relations
Decision-making
Strategic planning
Policies
Organizational evaluations
Transparency
Organizational Structure

Geographic assignment of officers

Despecialization
Resources and finances

Personnel

Recruitment, hiring, and selection
Personnel supervision/evaluations
Training

Information Systems (Technology)

Communication/access to data
Quality and accuracy of data

Problem Solving

The process of engaging in the proactive and systematic examination of identified problems to develop and rigorously evaluate effective responses:

Scanning: Identifying and prioritizing problems
Analysis: Researching what is known about the problem
Response: Developing solutions to bring about lasting reductions in the number and extent of problems

Assessment: Evaluating the success of the responses

Using the crime triangle to focus on immediate conditions (victim/offender/location)

In FY 2012, the COPS Office will continue to fulfill its mission of advancing public safety through community policing by:

- Providing grants under the COPS Hiring Program to support the hiring of sworn community policing officers nationwide
- Promoting a comprehensive approach to community policing by infusing its core principles in all grant programs
- Continuing to support innovative programs that respond directly to the emerging needs of state, local, and tribal law enforcement in order to shift law enforcement's focus to preventing, rather than reacting to crime and disorder within their communities
- Developing state-of-the-art training and technical assistance to enhance law enforcement officers' problem-solving and community interaction skills
- Promoting collaboration between law enforcement; community members; academic institutions; and other key stakeholders to develop innovative initiatives to prevent crime
- Providing responsive, cost effective service delivery to our grantees to ensure success in implementing community policing strategies within their communities

Since the COPS Office began in 1994, the programs and initiatives developed have provided funding to more than 13,000 law enforcement agencies. By funding over 13,000 of the nation's 18,000 law enforcement agencies, the COPS Office has helped create a community policing infrastructure across the nation. Approximately 81 percent of the nation's population is served by law enforcement agencies practicing community policing.

The General Accountability Office (GAO) conducted an evaluation of the impact of COPS grants from January 2004 to August 2005. The findings from the GAO study demonstrate that COPS grants resulted in significantly greater numbers of law enforcement officers than would have been expected without grant funds, are associated with increasing the community policing capacity of law enforcement agencies and have been a modest contributor to the reduction in the crime rate. The GAO also stated that the total crime rate dropped 26 percent from 1993 to 2000. Of this 26 percent reduction, "we attribute about 5 percent to the effect of COPS." While the multivariate regression analysis employed by the GAO is not by itself proof of the impact of the COPS programs, it does suggest a significant relationship between the programs and public safety outcomes. A key finding is that these reductions in crime were found to be in line with the amount of COPS funds expended. COPS funds amounted to about 1 percent of all local law enforcement expenditures. A significant finding that cannot be overlooked is that, according to the GAO, for every \$1 in COPS hiring grant expenditures per capita, there was a reduction of almost 30 index crimes per 100,000 persons.

Supporting the President's Transparency and Accountability Goals

The COPS Office is committed to supporting the President's goals by continuing to become a more transparent and accountable organization. In an effort to meet these objectives, we continue to review and streamline our current business processes, including innovative projects

to promote COPS primary mission and that will allow grantees access to COPS resources; expand our current E-government capabilities; and empower employees to meet our mission.

Community Policing Enhancements

In FY 2010, the COPS Office established an office-wide initiative to enhance the integration of the community policing principles into our grant programs. The initiative consists of enhancements to COPS grant programs and knowledge resource management in an effort to better meet our mission to “advance public safety through community policing.” Enhancements include:

- Requiring hiring grant applicants to complete a more comprehensive community policing plan that incorporates a problem solving component asking applicants to specify crime issues that they will target with hiring funding
- Updates to the COPS Office’s grant monitoring strategy, including a more comprehensive review of the agency’s community policing efforts and additional on-site community policing technical assistance
- Community policing progress that will be tracked by the use of a standardized assessment tool
- Funding additional training programs that assist grantees with implementing community policing principles to meet the objectives of their specific grant program
- Providing additional referrals to resources in order to better assist customers in the practice of community policing

COPS Business Process Improvement Initiative

The COPS Office is committed to becoming a continuously improving organization that excels at meeting its mission and providing excellent customer service. The COPS Office has taken a very comprehensive and in-depth business process analysis approach aimed at improving grant management, knowledge resource management (i.e., publications, training and technical assistance, etc.), and administrative support functions. The analysis is aimed at improving business process efficiency and effectiveness.

During the first phase of the project, current “as-is” processes were documented using business process maps as well as Lean Six Sigma tools. Analyzing the current business processes, potential process gaps were identified. Process gaps are potential impediments to optimal process performance. They can include any problems or issues that potentially affect the efficiency, effectiveness, quality, and timeliness of the process. Finally, we identified specific improvement recommendations and initiatives to remediate the identified gaps. The COPS Office Executive Management has implemented several of these recommendations as strategic initiatives and tracks them as part of the COPS Strategic Plan.

Implementing the improvements identified will ensure that the COPS Office's business processes are optimized for achieving the best results for the nation. The improvements were also integrated into the management of the COPS Hiring Recovery Program (CHRP), appropriated through the American Recovery and Reinvestment Act of 2009, and have been complementary to the Department's A-123 efforts.

COPS E-government Initiatives

The COPS Office continues to expand electronic government by increasing the number of activities that COPS grantees can complete online. This enhances information sharing between the federal government and state, local, and tribal governments and reduces the paperwork burden on the public. The COPS Office has enhanced its online financial and programmatic progress reporting systems. Additionally, the COPS Office has collaborated with the Office of Justice Programs (OJP) to develop and launch the Department of Justice Grant Payment Request System (GPRS). GPRS is a secure website through which DOJ Grantees can access award funding and view payment history information. GPRS provides grantees with increased functionality over the telephonic system it has replaced.

In FY 2010, the COPS Office launched a new and improved website. The website, which is a resource used by law enforcement personnel from every state in the union, is now easier to navigate and is fully up to date. For example, state, local or tribal law enforcement officials are now able to quickly find out which grant programs are open for applications, and obtain application instructions and specific eligibility requirements. The COPS website is also the grant application portal, providing access to online application forms. Additionally, the COPS website is a clearing house of useful information. It includes the COPS Library Resource Information Center, where publications on a wide range of community policing topics from school and campus safety to gang violence can be ordered for free and are downloadable. The Resource Information Center's user-friendly publication search engine is used to make ordering or downloading these documents simple.

The COPS Office continues to host its American Customer Satisfaction Index (ACSI) on our website to assist COPS in targeting areas of improvement for better dissemination of information to the public.

COPS Principles of Effective Leadership

The COPS Office is committed to achieving our mission to advance public safety through community policing and realize our vision for the future. In an effort to accomplish our goals, COPS has implemented the "Principles of Effective COPS Leadership." All employees have attended internal leadership principles workshops and been encouraged to use these principles as a reference point in their day-to-day work to make our nation safer through the provision of community policing resources to law enforcement.

3. Challenges

In moving to full program cost accounting, the Office is challenged by incorporating overhead costs associated with overseeing grant awards from funding appropriated in previous fiscal years. In most instances, COPS grant awards extend beyond one year and require consistent monitoring and oversight. For example, the COPS Office will still be accruing overhead costs in FY 2012 associated with maintaining, monitoring, and closing out the grants awarded in FY 2010 and FY 2011 that will be in the second and third years of the grant lifecycle.

The COPS Office has developed performance outcomes that demonstrate the impact of the organization and lend themselves to annual updating and accurate forecasting. The performance measures focus on the COPS Office's performance in meeting our mission to advance public safety through community policing. These measures assess the impact of COPS Office grant resources and knowledge resource products (training/technical assistance and publications) on increasing the capacity of grantees and knowledge resource recipients to implement community policing strategies. In addition, we focus on improving the satisfaction of knowledge resource recipients, as well as increasing efficiency of providing knowledge resource products.

The COPS Office also reports quarterly on the number of sworn officer jobs created and preserved through the American Reinvestment and Recovery Act of 2009. The COPS Office works closely with COPS Hiring Recovery Program (CHRP) grantees to ensure that program requirements are met and all funding is expensed and outlaid in accordance with COPS policies, federal financial guidelines, and ARRA regulations.

4. Full Program Costs

As part of the FY 2004 budget process, the COPS Office worked with the Department and OMB to streamline its decision unit structure. This effort resulted in all of COPS programs being integrated into one comprehensive decision unit, Community Oriented Policing. Within the comprehensive decision unit, two primary activities have been identified: Supporting Law Enforcement by Advancing Community Policing through Grant Resources, and Advancing Community Policing through Knowledge Resources. In FY 2012, program funding will continue to be aligned with the two major activity functions, and will support the COPS Office's mission to advance public safety through community policing.

All COPS programs, and the management and administration costs associated with managing these programs, are encompassed within the one comprehensive decision unit. The requested programs, and corresponding grant dollars, are then aligned under one of the two primary activities. The management and administration costs are prorated between the two activity functions so that the full cost of the decision unit as well as each major activity is apparent. The concept of integrating management and administration costs into the individual programs to further illustrate the full cost of each initiative has proved challenging in that a significant portion of overhead costs are associated with maintaining and closing out prior year grant awards or for continuing to manage programs no longer requested in the budget.

5. Performance Challenges

Internal Challenges

By the end of FY 2012, COPS estimates managing over 4,000 active grants provided to state, local, and tribal law enforcement agencies and the communities they serve. The majority of COPS grants are awarded for longer than a one-year period, requiring ongoing maintenance and monitoring during the entire life of the grant. One challenge for the COPS Office in FY 2012 will be to remain vigilant in our responsibility to the American taxpayer for the programmatic and financial oversight of grants awarded in prior years, especially with an increase in the numbers of active grants as well as an increase to our funding levels.

COPS performance measures focus on COPS Office performance in meeting our mission to advance public safety through community policing and place an additional emphasis on the COPS Office's performance related to providing knowledge resource products (training/technical assistance and publications) to state, local, and tribal law enforcement. The challenge for the COPS Office will be to maintain a high level of performance while also responding to new priorities and the production and distribution of knowledge resource products.

The primary focus for the COPS Office will be to ensure that resources and strategies are aligned with this evolving focus on knowledge resources while continuing to provide excellent customer service to grantees; and awarding, maintaining, and closing out grants. Ensuring the appropriate balance of all mission-critical priorities will require the Office to continue to assess human capital resource alignment, strategies toward meeting the Office's mission, and monetary resources dedicated to meeting the challenge of providing knowledge resources customized based on grantee community policing needs, in order to increase their capacity to build relationships and solve problems.

6. Environmental Accountability

The COPS Office is committed to integrating environmental accountability into its day-to-day decision making, as well as complying with all environmental laws and regulations. COPS continues its pursuit of reducing the Department's environmental impact through its involvement in various *Green* initiatives. For example, the COPS Office is one of three Federal components in the Department that is participating in an EPA - DOJ recycling project. This pilot project is studying how agencies employ different strategies to promote resource conservation, reduce energy consumption and encourage re-use and recycling. The COPS Office is also involved in a Department of Justice and the District of Columbia Recycling Program. This program requires quarterly inspection of recycling plans and efforts. A training and marketing campaign is also a requirement of the recycling program.

In FY 2011, the COPS Office will join other Department components in moving to a brand new office building - Two Constitution Square. Two Constitution Square meets all Leadership in Energy and Environmental Design (LEED) standards. All LEED certified buildings are measured on how well a building performs on energy savings, water efficiency, improved indoor environmental quality and stewardship of resources and sensitivity to their impacts.

II. Summary of Program Changes

Item Name	Description				Page
		Pos.	FTE	Dollars (\$000)	
	COPS Hiring Program	0	0	302,000	27
	Community Policing Development	0	0	8,500	28
	Police Integrity	0	0	10,000	35
	COPS Management and Administration (from Grants Salaries and Expenses Account)	22	11	2,850	37
	COPS Law Enforcement Technology	0	0	(170,223)	38
	COPS Methamphetamine	0	0	(40,385)	39
	COPS Indian Country	0	0	(20,000)	40
	Secure Our Schools	0	0	(6,000)	42
	COPS Sexual Predator Program	0	0	(14,000)	43
	COPS Management and Administration	0	0	(38)	44

III. Appropriations Language and Analysis of Appropriations Language

COMMUNITY ORIENTED POLICING SERVICES

For activities authorized by the Violent Crime Control and Law Enforcement Act of 1994 (Public Law 103–322); the Omnibus Crime Control and Safe Streets Act of 1968 ("the 1968 Act"); and the Violence Against Women and Department of Justice Reauthorization Act of 2005 (Public Law 109–162), \$669,500,000, to remain available until expended. Of the amount provided (which shall be by transfer, for programs administered by the Office of Justice Programs):

(1) \$10,000,000 is for police integrity initiatives;

(2) \$20,000,000 is for improving tribal law enforcement, including equipment and training;

(3) \$20,500,000 is for community policing development activities, of which \$2,500,000 is for a training and technical assistance initiative for law enforcement on domestic radicalization;

(4) \$9,000,000 is for a national grant program the purpose of which is to assist State and local law enforcement to locate, arrest and prosecute child sexual predators and exploiters, and to enforce sex offender registration laws described in section 1701(b) of the 1968 Act;

(5) \$10,000,000 is for expenses authorized by part AA of the 1968 Act (Secure our Schools); and

(6) \$600,000,000 is for grants under section 1701 of title I of the 1968 Act (42 U.S.C. 3796dd) for the hiring and rehiring of additional career law enforcement officers under part Q of such title notwithstanding subsection (i) of such section : Provided, That notwithstanding 42 U.S.C. 3796dd-3(c), funding for hiring or rehiring a career law enforcement officer may not exceed \$125,000, unless the Director of the Office of Community Oriented Policing Services grants a waiver from this limitation: Provided further, That within the amounts appropriated,\$42,000,000 shall be used for the hiring and rehiring of tribal law enforcement officers: Provided further, That within the amounts appropriated, not to exceed \$50,000,000 may be used for the hiring of non-law enforcement personnel if the applicant for a grant under this paragraph demonstrates to the satisfaction of the Director of the Office of Community Oriented Policing Services that the grant would result in an increase in the number of officers deployed in community-oriented policing equal to or greater than the increase in the number of officers that would result from a grant for the hiring or rehiring of career law enforcement officers: Provided further, That within the amounts appropriated, up to \$20,000,000 shall be used for a program whereby grantees may repay a college or university student loan, as defined in 42 U.S.C. 3797cc-21(3), for a graduate who is hired as a career law enforcement officer under programmatic criteria deemed appropriate by the Director of the Office of Community Oriented Policing Services: Provided further, That, with respect to the previous proviso, the grantee shall require that any beneficiary of such a student loan repayment shall remain employed as a career law enforcement officer for a period of service of not less than five years and repay the amount if separated from that employment prior to five years of service, unless this repayment requirement is waived by the Director.

(CANCELLATION)

Of the unobligated balances from prior year appropriations available under this heading, \$10,200,000 are hereby permanently cancelled: Provided, That no amounts may be cancelled from amounts that were designated by the Congress as an emergency requirement pursuant to the Concurrent Resolution on the Budget or the Balanced Budget and Emergency Deficit Control Act of 1985, as amended.

Note.—A full-year 2011 appropriation for this account was not enacted at the time the budget was prepared; therefore, this account is operating under a continuing resolution (P.L. 111–242, as amended). The amounts included for 2011 reflect the annualized level provided by the continuing resolution.

Analysis of Appropriations Language

No substantive changes proposed.

Note: The FY 2012 President’s Budget uses the FY 2011 President’s Budget language as a base so all language is presented as new.

IV. Decision Unit Justification

A. Community Oriented Policing

Community Oriented Policing	Perm. Pos.	FTE	Amount
COPS APPROPRIATION:			
2010 Enacted with Rescissions	0	0	537,108,000
2010 Supplementals	0	0	0
2010 Enacted w/Rescissions and Supplementals	0	0	537,108,000
2011 Enacted w/Rescissions, Supplementals and Transfers	0	0	751,608,000
Adjustments to Base and Technical Adjustments	0	0	(122,000)
2012 Current Services	0	0	629,608,000
2012 Program Increases	0	0	320,500,000
2012 Program Offsets	0	0	(280,608,000)
2012 Request	0	0	669,500,000
Total Change 2011-2012	0	0	132,392,000
COPS MANAGEMENT AND ADMINISTRATION:			
2010 Enacted with Rescissions	188	164	37,462,000
2010 Supplementals	0	0	0
2010 Enacted w/Rescissions and Supplementals	188	164	37,462,000
2011 Enacted w/Rescissions, Supplementals and Transfers	188	164	37,462,000
Adjustments to Base and Technical Adjustments	22	11	2,906,000
2012 Current Services	210	175	40,368,000
2012 Program Increases	0	0	0
2012 Program Offsets	0	0	(38,000)
2012 Request	210	175	40,330,000
Total Change 2011-2012	22	11	2,868,000
COPS TOTAL:			
2010 Enacted with Rescissions	188	164	574,570,000
2010 Supplementals	0	0	0
2010 Enacted w/Rescissions and Supplementals	0	0	574,570,000
2011 Enacted w/Rescissions, Supplementals and Transfers	188	164	586,070,000
Adjustments to Base and Technical Adjustments	0	11	42,906,000
2012 Current Services	210	175	628,976,000
2012 Program Increases	0	0	320,500,000
2012 Program Offsets	0	0	(239,646,000)
2012 Request	210	175	709,830,000
Total Change 2011-2012	0	11	123,760,000

Community Oriented Policing—Information Technology Breakout (of Decision Unit Total)	Perm. Pos.	FTE	Amount
2010 Enacted with Rescissions	4	4	6,081,000
2010 Supplementals	0	0	220,000
2010 Enacted w/Rescissions and Supplementals	4	4	6,301,000
2011 Enacted	4	4	6,386,000
Adjustments to Base and Technical Adjustments	0	0	319,000
2012 Current Services	4	4	6,705,000
2012 Program Increases/Offsets	0	0	0
2012 Request	4	4	6,705,000
Total Change 2011-2012			319,000

1. Program Description

The programs and resources offered by the COPS Office provide state, local, and tribal law enforcement agencies with a variety of community policing strategies for enhancing public safety and assisting in meeting existing and changing priorities within their communities. COPS initiatives can be grouped into two primary activities: Supporting Law Enforcement by Advancing Community Policing through Grant Resources, and Advancing Community Policing through Knowledge Resources.

Supporting Law Enforcement by Advancing Community Policing through Grant Resources program activities have provided law enforcement with the tools necessary to develop innovative, problem-solving approaches through community partnerships, to address the causes of crime and disorder within their community. COPS funding has provided state, local, and tribal law enforcement agencies with grants for equipment, technology, officers, and training that enable law enforcement to build and strengthen their community policing infrastructure; and provided technical assistance to ensure that agencies are properly and effectively implementing the grant funding.

Advancing Community Policing through Knowledge Resources program activities encompass COPS outreach efforts in advancing and supporting community policing strategies in agencies and communities across the nation through training; convening conferences; providing publication products; disseminating best practices; promoting law enforcement and community partnerships; and conducting program evaluations. These efforts also assist in preparing officers and their departments to meet challenges by using community policing strategies, as well as promoting collaboration between law enforcement and communities to solve problems locally.

Program management and administration resources support the personnel requirements, contractual needs, information technology initiatives, and general overhead required to operate efficient and effective grant programs. These costs are identified separately under each program activity.

Activity: Supporting Law Enforcement by Advancing Community Policing through Grant Resources

Supporting Law Enforcement by Advancing Community Policing through Grant Resources is, and has been, a primary program activity of the COPS Office. COPS will support state, local, and tribal law enforcement in FY 2012 primarily through the awarding of grants under COPS Hiring, Indian Country, Secure Our Schools, and the Child Sexual Predator Programs.

COPS Hiring

COPS hiring programs were developed to increase the number of community policing officers on the streets of America. As state, local, and tribal law enforcement embrace the challenges of keeping communities safe, this is now more important than ever.

More than a decade ago, as crime was soaring, law enforcement officers were rushing from incident to incident. Today, more than 15 years after the Violent Crime Control and Law Enforcement Act of 1994 was signed into law, officers and citizens are partnering to develop creative and innovative ways to resolve long-standing community problems and public safety issues.

COPS implemented the Universal Hiring Program (UHP) in 1995, and to date, COPS has funded the addition of over 121,000 community policing officers. In all, COPS has awarded more than 38,000 grants to over 13,000 state, local, and tribal law enforcement agencies to advance community policing through COPS hiring resources. In addition to funding additional officers, these grants have been used to advance crime-fighting technology, support crime-prevention initiatives, and provide training and technical assistance.

In FY 2009, the COPS Office assisted the Administration in stimulating an economic recovery through the COPS Hiring Recovery Program (CHRP) appropriated under the American Recovery and Reinvestment Act. With \$1 billion in grant funding, along with provisions to waive the officer salary cap and the local match requirement, COPS received an unprecedented demand for hiring funds totaling over \$8 billion dollars. CHRP funded an additional 4,699 community policing officers in 1,046 agencies.

In FY 2010, the COPS Office invested \$298 million to continue the COPS Hiring Program activities that began with the American Recovery and Reinvestment Act of 2009 by funding 1,388 community policing officers in 379 agencies. An additional nine (9) CHRP awards were made with recovered funding from the FY 2009 appropriations.

In FY 2011, the COPS Office is investing an additional \$298 million to award hiring grants for community policing officers throughout the country.

In FY 2012, the COPS Office requests \$600 million for the COPS Hiring Program. Of this amount, \$50,000,000 will be dedicated to advancing community policing through the hiring of non-sworn personnel, such as crime and intelligence analysts, to permit the redeployment of sworn law enforcement personnel to the streets. The infusion of hiring dollars for both sworn and non-sworn personnel will provide grantees with the capacity to develop and implement a

comprehensive problem-solving approach towards crime prevention and create safer neighborhoods. Similar to the FY 2011 request, seven percent (or \$42 million) of COPS Hiring Program funds will be dedicated to awarding grants for hiring tribal law enforcement officers. Also within the amount requested, the COPS Office is proposing that \$20,000,000 be dedicated to a grant program that funds law enforcement agencies to repay student loans of recent graduates. Student loan repayment programs are a valuable recruitment and retention tool within law enforcement agencies. Finally, unlike the COPS hiring programs in FY 2009 and FY 2010 that had no local match requirement, and the FY 2011 request that contained a 10% local match, the proposal for the COPS Hiring Program in FY 2012 will include a maximum award cap of \$125,000 and re-institute the 25% local match requirement for new grantees.

Indian Country

In response to the special needs of the nation's tribal law enforcement community, COPS Indian Country programs were created in FY 1999 to provide funding for law enforcement expenses, including hiring and training new community policing officers; training the existing force; and purchasing new equipment, technology and vehicles. Because state and local funding is not available to many tribes for officers and technology, the COPS Office has become one of the primary resources available to tribal law enforcement agencies seeking to develop and maintain a basic community policing infrastructure, as well as improve and upgrade their antiquated equipment.

Approximately \$250 million has been invested in the COPS Indian Country Program since funding was first received in FY 1999. As a result, more than 280 tribal law enforcement agencies nationwide have received COPS grants for equipment; technology; training; and the funding of over 825 officers. In addition, COPS has participated in the Department of Justice's Comprehensive Indian Resources for Community and Law Enforcement (CIRCLE) Project that assists tribal law enforcement agencies in developing a comprehensive strategy to address local problems; the Mental Health and Community Safety Initiative for American Indian/Alaska Native Children, Youth, and Families (a partnership between DOJ, ED, and HHS) that created collaborative partnerships between law enforcement agencies and mental health, substance abuse, and social service agencies in an effort to address the crime problems associated with substance abuse and youth and family violence; the Tribal Law Enforcement Improvement Initiative (a collaboration between DOJ, EPA, AIEO, and BIA); and the Tribal Court Pilot Program that provided funding to tribal judicial systems to assist Tribal courts with the increased caseload associated with arrests.

In FY 2010, \$40 million was awarded to tribal communities to address their unique law enforcement needs. The COPS FY 2010 strategy for awarding Indian Country Program grants involved a streamlined application process. Through the Department's *Coordinated Tribal Assistance Solicitation (CTAS)*, existing tribal-specific solicitations from the three DOJ grant-making components were combined into a single solicitation. This approach should increase the capacity of tribes to develop and implement a comprehensive approach to addressing their public safety, criminal and juvenile justice, and victimization issues.

The COPS Office requests \$20 million in funding in FY 2012 to continue providing the necessary resources to tribal communities to enhance their law enforcement efforts and to

improve the crime fighting and criminal justice capabilities of tribal governments. This funding as well as the funds set aside from the COPS Hiring Program for tribal law enforcement officer hiring will continue the Department's efforts to ensure that the most critical needs of tribal agencies are being addressed. While program funds may continue to be used for hiring, given the funding for tribal law enforcement hiring requested from the COPS Hiring Program, it is expected that this funding will focus on meeting equipment and other tribal police needs in FY 2012. Upon successful implementation of CTAS in FY 2011, COPS will look to replicate this single solicitation approach to administer grants under the FY 2012 COPS Indian Country Program.

Secure Our Schools (SOS)

America's children spend more time in school than almost any other place outside the home. That places a huge responsibility on American schools and those charged with keeping them safe. In a time when a variety of weapons traffic illegally among America's youth, maintaining school safety becomes an increasingly difficult task. Classrooms no longer depend solely on teachers, but on teams of administrators, health care workers, security staff, and law enforcement professionals to successfully collaborate with the goal of keeping America's children safe.

COPS has long demonstrated a commitment to school safety. COPS has invested more than \$850 million in America's schools through programs like COPS in Schools, School-Based Partnerships, and the Safe Schools Initiative. COPS expanded that range of programs in fiscal year 2002 to include Secure Our Schools (SOS). The SOS Program awards grants to state, local, and tribal law enforcement agencies to provide improved security at schools and on school grounds. Funding can be used to install metal detectors, locks, lighting, and other deterrent measures in schools, for security assessments, and for security training of personnel and students.

In FY 2010, COPS distributed \$16 million under the SOS Program to help schools in jurisdictions with high-risk areas respond to growing safety concerns. Grantees awarded under SOS are required to contribute a local match of 50 percent toward the total cost of the approved grant project.

In FY 2011, COPS will maintain \$16 million for the SOS Program. The funding will once again be awarded to state, local, and tribal agencies on a highly competitive basis.

In FY 2012, the COPS Office requests \$10 million for the SOS Program to continue to provide the necessary resources to keep our Nation's schools safe.

Child Sexual Predator Program

The Child Sexual Predator Program (CSPP) was implemented by COPS in FY 2008 as an initiative aimed at reducing and preventing child endangerment and protecting communities from sexual predators. The program provides grants to help locate, arrest, and prosecute child sexual predators and exploiters, and enforce state sex offender registration laws. It is also designed to collectively address this widespread problem through strong partnerships among law enforcement and U.S. Attorneys' Offices; U.S. Marshals' Service; as well as other community partners such as parole and probation officers, social services agencies, and state or local prosecutors.

In the initial year of funding (FY 2008), COPS awarded almost \$10 million in funding to 23 agencies under a targeted and competitive program. In selecting eligible agencies to apply for the CSPP grants, U.S. Attorneys' Offices were asked to collaborate with their local U.S. Marshal. In addition, COPS provided over \$5 million to the Office of Justice Programs (OJP) to support their sex offender management activities as well as to fund the National Sex Offender Registry.

In FY 2010, \$24 million was available for this initiative. The COPS Office awarded \$12 million in grants to support efforts to keep children safe from sexual predators and exploiters. An additional \$12 million in COPS funding was provided to OJP to continue supporting their sex offender management activities and the National Sex Offender Registry.

In FY 2011, COPS will maintain the FY 2010 current services level of \$24 million. The \$12 million available to COPS under the CSPP Program will be used to broaden existing projects and strategies, as well as provide federal assistance to additional agencies to work collaboratively in reducing child sexual abuse. By having a program that promotes partnerships between various entities will greatly contribute to the development of more cost-effective and innovative responses to the problem of child endangerment. The remaining \$12 million will once again be provided to OJP in support of the National Sex Offender Registry and OJP's offender management activities.

The COPS Office requests \$9 million in funding in FY 2012 for grants to further promote collaborative efforts to increase awareness of and address child endangerment issues.

Activity: Advancing Community Policing through Knowledge Resources

Advancing Community Policing through Knowledge Resources increases the capacity of law enforcement agencies to implement community policing strategies and is a primary objective of the COPS Office. The COPS Office has historically provided outreach to law enforcement agencies and communities through training; technical assistance; conferences; publications; and best practices to expand the adoption of community policing strategies nationwide. As law enforcement priorities shift and new concerns emerge, COPS develops and tailors training curriculum, technical assistance workshops, and program requirements and guidelines to address the emerging and identified needs of the agencies and the communities they serve. Topics of recent COPS-sponsored projects and training have centered on engaging youth with law enforcement and reducing gang violence. COPS community policing development initiatives and funding support broad-purpose approaches to community policing, consistently emphasizing the importance of partnerships between law enforcement and communities to engage in collaborative problem-solving to address existing and new public safety concerns. By strengthening partnerships between police and the community, officers learn to treat the public with dignity and respect, and citizens learn to build trust in their police force.

In FY 2012, COPS will support the advancement of community policing strategies as problem-solving tools through knowledge resources by providing funding for training, technical assistance, and to develop and disseminate new and innovative products through the Community Policing Development and the Police Integrity Programs.

Community Policing Development

COPS Community Policing Development (CPD) funds are used to advance the practice of community policing in law enforcement agencies through training and technical assistance that enhance the problem-solving skills of law enforcement professionals and the development of innovative community policing strategies; applied research; guidebooks; and best practices that emphasize crime prevention. To date, COPS has disseminated over 2,300,000 knowledge products and trained more than 575,000 policing professionals and community leaders in topics such as violent crime reduction strategies; ethics and integrity; terrorism prevention and preparedness; school safety; partnership building; problem-solving; and crime analysis.

CPD funding contributes to developing the capacity of law enforcement to implement community policing strategies, builds knowledge about effective practices and outcomes, and supports creative approaches to preventing crime and promoting safe communities. CPD funds also address the unique needs of targeted audiences and stakeholders, such as campus and school safety programs; tribal and Native American law enforcement; returning offenders; faith based programs; and agencies implementing large technology initiatives.

In FY 2010, the COPS Office strategically developed eight Community Policing Development themes to address the current, long-term and emerging needs of law enforcement and related stakeholders. The eight themes include:

1. Homeland Security
2. Police Operations
3. Community Partnerships with Law Enforcement
4. Non-Violent Crimes and Quality of Life Issues
5. Violent Crime
6. Child/Youth Safety
7. Integrity and Values-Based Policing
8. Specific Populations and Unique Environments

In FY 2010, the COPS Office invested \$12 million in funding for the CPD Program. FY 2010 funds have allowed for additional activities at the local level to meet the changing needs of state, local, and tribal law enforcement, such as: the needs assessments for vulnerabilities under the expanded homeland security role of law enforcement; the need to learn how to recruit new officers who can fill the communication gaps and relate to the immigration issues facing many border communities; and tools and techniques for community engagement to meet the rising tide of youth violence and gangs.

In FY 2011, \$12 million is available to the COPS CPD Program to continue to assist in meeting the demands from state, local, and tribal governments for low-cost and time-sensitive training and technical assistance. Through CPD funding, these agencies will have access to the resources they need to successfully increase their capacity to implement community policing, the premier law enforcement strategy as articulated by law enforcement officials across the nation.

In FY 2012, the CPD funding request of \$20.5 million would continue to be dedicated to addressing projects aligned under each of the eight themes. Within this framework, COPS plans

to utilize CPD funding to further solidify its role as the national voice for community policing. COPS plans to fund projects that: continue to educate new recruits; line supervisors; executive managers; community groups; and other stakeholders on the principles of community policing; and the importance of partnering with law enforcement agencies to solve problems.

CPD funding will also be used toward projects that respond to those law enforcement incidents that have national significance and which may provide learning opportunities for the profession. For example, \$2.5 million of the CPD Program funds will be dedicated to efforts to work with disaffected and disengaged communities to proactively address factors that may contribute to extremism, violence, and terrorism. This effort will focus on providing training and technical assistance to local, state, and tribal law enforcement to better understand the radicalization process in a post 9/11 environment and how best to counter radicalization through the community policing philosophy. The COPS Office will administer grants to provide training and technical assistance with an emphasis on higher risk communities that may be disconnected or disengaged as a result of differences related to culture, ethnicity, race, or language. Objectives include providing skills and strategies to meet the needs of at-risk communities; strengthening police-community relationships through an emphasis on respect, trust, cooperation, information-sharing, and procedural fairness; and delivering needed training and technical assistance. This program will be coordinated with other DOJ and non-DOJ federal entities designated to address issues related to domestic radicalization.

In addition to learning opportunities in response to significant national crises, COPS FY 2012 requested resources for CPD will support law enforcement efforts to partner with academic institutions. Funding will also be reinvested in the Regional Community Policing Institutes (RCPIs) as part of a multi-year strategy to revitalize and reinvigorate the RCPIs and use them to create a nationwide community policing collaborative network. Through the infusion of CPD resources in the RCPIs and academic partnerships, the COPS Office will continue to build upon its success with the identification, articulation and dissemination of the best practices in the field. The determination of what constitutes best practices must be evidence-based with a rigorous search for the elements of portability and sustainability. This requires the COPS Office to build a network of academic partnerships with research universities that have the capabilities to validate these elements, as well as independently validate the effectiveness of community policing principles.

Funding will also support the Office's continuing effort to enhance the integration of the community policing principles into all our grant programs. One of the FY 2012 initiatives for the COPS Office will be to improve the Office's training delivery and evaluation model to better link training and technical assistance to specific COPS grant program objectives. The COPS Office will accomplish this through the COPS Office's current partnership with the Regional Community Policing Institutes (RCPIs). The purpose of this RCPI-based strategy is to develop and assess an improved training delivery and evaluation model which incorporates the concept of academic partnerships. COPS academic partners will conduct an evaluation of the COPS training delivery model to assess whether the newly acquired skills and knowledge are being applied within the agency. This evaluation will assist the COPS Office to improve the training model to further enhance the Office's ability to lead the nation in the implementation and advancement of community policing as a standard policing practice.

The COPS Office provides a unique service by focusing on the importance of the community perspective in state and local initiatives. Through this broad range of programs offered by CPD funding, the COPS Office offers support in virtually every aspect of law enforcement, making America safer one neighborhood at a time. By investing in the COPS Office CPD initiative, the Department of Justice will continue to invest in community safety throughout the Nation and significantly contribute to developing the capacity of law enforcement to implement community policing strategies; build knowledge about effective practices and outcomes; and support creative approaches to addressing crime and promoting safe communities.

Police Integrity

Through the Police Integrity Initiative, COPS has promoted police integrity and the equal treatment of citizens. This initiative supports strategies to enhance community trust by delivering training and technical assistance to local communities and continuing to support best practices; national training curricula; model partnerships; and the use of technology. The goal of the Police Integrity Initiative is to assist agencies in creating or strengthening local programs that build trust between police and the communities they serve.

COPS has sponsored conferences focused on police ethics and integrity such as: the first National Symposium on Police Integrity, followed by a series of regional technical assistance conferences; Strengthening Police-Community Relationships; CEO Symposia on 21st Century Issues for Law Enforcement; a Working Conference for police departments that are developing best practices on the prevention of racial/ethnic profiling; and Police Integrity in a Changing Environment.

The COPS Office has focused on strengthening the base of police integrity initiatives to create community policing environments that foster trust and mutual respect between police and citizens and to create cultures of integrity in police departments. Efforts to expand agencies' strategic approach in creating a culture that supports police integrity include continued support of standardized training in police practices and police ethics; development of best practices to strengthen police integrity; and support for the development of collaborative leadership partnerships committed to problem-solving to reduce police conflicts within communities.

In FY 2012, the COPS Office requests \$10 million for the Police Integrity Initiative. The funding will support the promotion strategies that create a culture of trust between police and the communities they serve. Programs developed with these funds would support the tools, techniques and training programs that enhance an officer's ability to make decisions in the field. A major focus of Police Integrity funding in FY 2012 will be promoting the concept of "values-based policing" to place the emphasis on the core values that an officer carries with him everyday—respect for human dignity, justice, caring, fairness and truth. These values should also be expressed in the internal disciplinary processes and supervisory style at the line level, and materials would be developed to train agencies on how to address these concepts. The day-to-day business of law enforcement must reflect the practices of community policing, whether it is the police training officer (PTO) program based on problem solving and adult learning or a transparent community complaint process. If the officers are asked to treat the public with dignity and respect, that same behavior must be modeled within the agency to show officers that they too are important and are doing the real work of policing that has a tremendous potential to shape the community they serve. The goal would be to produce a shift in the mind of the line

officer as he or she interacts with the public, from “Can I do this?” to “Should I Do this?” If the COPS Office can implement this question as the fundamental paradigm in American law enforcement, we believe that we will have achieved a profound shift in direction for American policing.

The COPS Office fully supports the Values-Based Policing movement, and funding in FY 2012 through the Police Integrity Initiative will be used to fund projects that will assist officers and police departments to demonstrate through their words and their deeds that the best interest of the community is always in the forefront of their decisions.

PERFORMANCE AND RESOURCES TABLE

Decision Unit: Office of Community Oriented Policing Services

DOJ Strategic Goal/Objective (2.1): Prevent Crime, Enforce Federal Laws, and Represent the Rights and Interests of the American People- Strengthen Partnerships for Safer Communities and Enhance the Nation's Capacity to Prevent, Solve, and Control Crime.

WORKLOAD/ RESOURCES		Final Target		Actual		Projected		Changes		Requested (Total)	
		FY2010		FY2010		FY 2011 Requirements		Current Services Adjustments and FY 2012 Program Changes		FY 2012 Request	
Workload											
Number of grants awarded and maintained		4,463		4,844		4,292		75		4,367	
Number of new awards made in FY		1,201		1,268		872		246		1118	
Number of grants closed out in FY		1,100		873		900		0		900	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)		FTE	\$0	FTE	\$0	FTE	\$0	FTE	\$0	FTE	\$0
		164	614,570	164	614,570	164	626,070	11	2,868	175	709,830
TYPE/ STRATEGIC OBJECTIVE	PERFORMANCE	FY2010		Projected Actual FY2010		FY 2011 Requirements		Current Services Adjustments and FY 2012 Program Changes		FY 2012 Request	
Program Activity	Supporting Law Enforcement by Advancing Community Policing Through Grant Resources	FTE	\$0	FTE	\$0	FTE	\$0	FTE	\$0	FTE	\$0
		112	590,957	112	590,957	120	684,815	7	814	127	685,629
OUTCOME	Effectiveness Rating of COPS Grant Resources in increasing Community Policing Capacity of Grantees	74.3		78.0		74.8		0.0		74.8	
OUTCOME	Number of officers funded	6,071		6,094		7,436		4,484		11,920	
OUTCOME	Number of officers hired	4,075		4,169		5,397		1,368		6,765	
Program Activity	Advancing Community Policing Through Knowledge Resources	FTE	\$0	FTE	\$0	FTE	\$0	FTE	\$0	FTE	\$0
		52	23,613	52	23,613	55	45,497	4	975	59	46,472
OUTCOME	Effectiveness Rating of COPS Knowledge Resources (e.g., training, publications) in Increasing Community Policing Capacity	76.0		75.5		76.0		0.0		76.0	
OUTCOME	Improve knowledge resource recipients satisfaction rating	70.7		77.0		70.7		0.0		70.7	
OUTPUT	Number of COPS knowledge resource products distributed	725,000		2,170,926		2,200,000		10,000		2,210,000	
OUTPUT	Number of people trained	20,000		13,506		17,000		0		17,000	

Definition, Validation, Verifications, and Limitations:

Effectiveness rating of COPS grant resources in increasing Community Policing capacity: This measure is the average community policing capacity implementation rating (0 to 100) of grantees. The COPS Office, through the Federal Consulting Group, has asked CFI Group, a third party independent research firm to conduct a survey to determine how COPS grants have increased grantee agencies' capacity to implement community policing strategies. The rating is on a scale of 0 to 100 points with 100 being the highest rating. The sample included all COPS Office grantees with active grants and was sent to the law enforcement executive to complete. Grantees were asked to answer questions related to how COPS grants have increased their agency's capacity to implement community policing strategies within the three primary elements of community policing: 1) developing community/law enforcement partnerships; 2) problem-solving; and 3) organizational change.

Number of Officers Funded: This is the number of officer positions for which the COPS Office has provided grant funding.

Number of Officers Hired: This is the number of COPS funded officer positions that law enforcement agencies have hired.

Effectiveness rating of COPS grant resources in increasing Community Policing capacity: This measure is the average community policing capacity implementation rating (0 to 100) of grantees. The COPS Office, through the Federal Consulting Group, has asked CFI Group, a third party independent research firm to conduct a survey to determine how COPS grants have increased grantee agencies' capacity to implement community policing strategies. The rating is on a scale of 0 to 100 points with 100 being the highest rating. The sample included all COPS Office grantees with active grants and was sent to the law enforcement executive to complete. Grantees were asked to answer questions related to how COPS grants have increased their agency's capacity to implement community policing strategies within the three primary elements of community policing: 1) developing community/law enforcement partnerships; 2) problem-solving; and 3) organizational change.

Improve knowledge resource recipient satisfactions rating: The COPS Office's knowledge resources include training, technical assistance, and publications. The COPS Office, through the Federal Consulting Group, has asked CFI Group, a third party independent research firm to conduct a survey to determine the level of satisfaction training and technical assistance recipients and publication recipients have with the COPS Office's knowledge resources. The CFI group uses the American Customer Satisfaction Index (ACSI) to determine satisfaction. The ACSI is used throughout the public and private sectors and is recognized as a statistically reliable and valid way to gather customer satisfaction data. The data from the ACSI is provided on a 100 point scale with 100 being the highest level of satisfaction.

Number of COPS knowledge resource products distributed: This data is collected through the COPS Office Response Center. This measure includes the number of downloads of COPS products from the website and the number of hard copy orders mailed. This measure is per Fiscal Year.

Number of people trained: This measure is provided by the COPS Office community policing training providers including Regional Community Policing Institutes. This measure is per Fiscal Year.

PERFORMANCE MEASURE TABLE

Decision Unit: Office of Community Oriented Policing Services

Performance Report and Performance Plan Targets		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011		FY 2012
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Target	Actual
OUTCOME	Effectiveness rating of COPS grant resources in increasing community policing capacity of grantees	New in FY08	New in FY08	New in FY08	New in FY08	76.0	75.0	78.0	74.8		74.8
OUTPUT	Number of officers funded	New in FY10	6,094	7,436		11,920					
OUTPUT	Number of officers hired	New in FY10	4,169	5,397		6,765					
OUTCOME	Effectiveness rating of COPS knowledge resources (e.g., training, publications) in increasing community policing capacity	New in FY08	New in FY08	New in FY08	New in FY08	77.0	78.5	75.5	76.0		76.0
OUTPUT	Improve knowledge resource recipient satisfactions rating	New in FY08	New in FY08	New in FY08	New in FY08	69.0	70.0	77.0	70.7		70.7
OUTPUT	Number of COPS knowledge resource products distributed	New in FY09	1,519,675	2,170,926	2,200,000		2,210,000				
OUTPUT	Number of people trained	78,047	98,010	62,829	40,584	20,236	19,574	13,506	17,000		17,000

3. Performance, Resources, and Strategies

The Community Oriented Policing decision unit significantly enhances the Department's ability to support **Strategic Goal/Objective (2.1): Prevent Crime, Enforce Federal Laws, and Represent the Rights and Interests of the American People- Strengthen Partnerships for Safer Communities and Enhance the Nation's Capacity to Prevent, Solve, and Control Crime.**

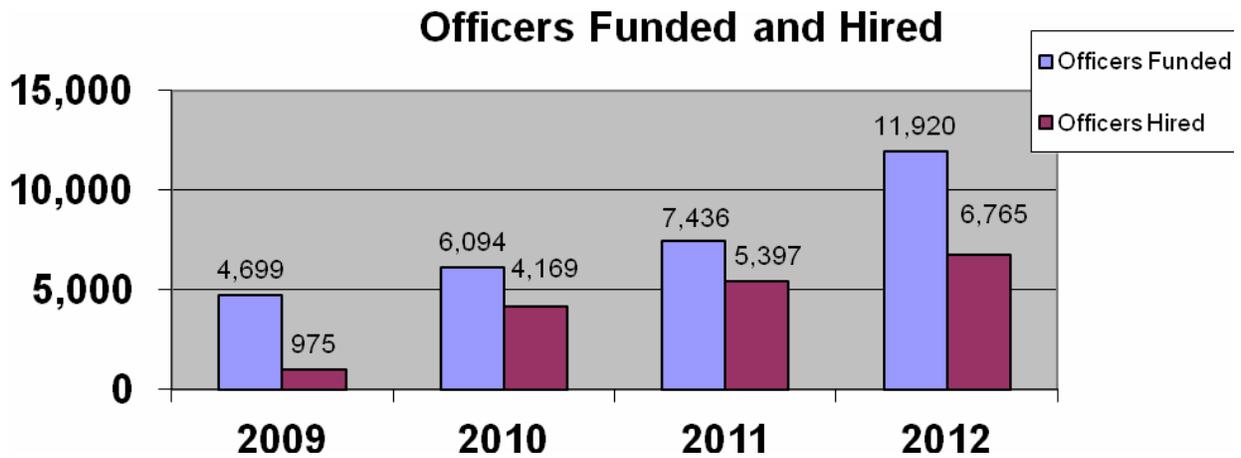
The COPS Office is the primary source of federal funding that directly assists state, local, and tribal law enforcement agencies, and the communities they serve, to advance their community policing practices. The grants, technical assistance, training, and best practices offered through COPS programs focus on and specialize in supporting the law enforcement community's efforts to enhance public safety and address community concerns and priorities through the development and implementation of comprehensive community policing strategies. The programs proposed in the FY 2012 budget directly support state, local, and tribal law enforcement's ability to prevent crime and more effectively address shifts in public safety needs as they arise.

a. Performance Plan and Report for Outcomes

The COPS Office's principal performance measures for hiring grant programs are: (1) the number of officers funded, (2) the number of officers hired, and (3) effectiveness rating of COPS grant resources in increasing Community Policing capacity of grantees. These measures demonstrate the impact of COPS hiring grants on law enforcement's ability to implement community policing strategies through the hiring and/or re-hiring of additional community policing officers to their community's streets.

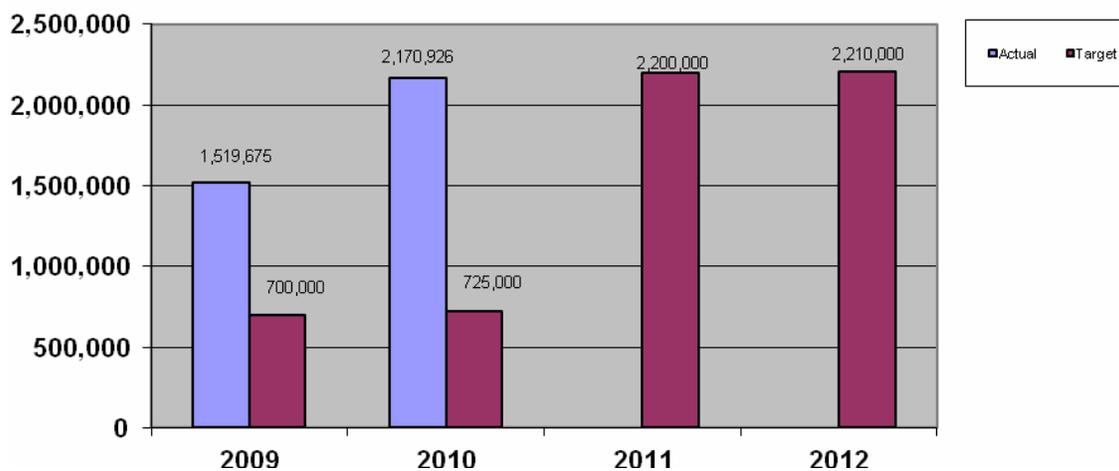
From 1994 through 2008, COPS hiring grants have funded over 121,000 officers in over 13,000 of the nation's 18,000 law enforcement jurisdictions. The COPS Office met its original goal of hiring 100,000 officers in 2007. The 2007 COPS Count Survey results indicated that 109,581 officers funded through the COPS hiring programs had been hired.

The Administration's priority of funding officers to improve public safety began in FY 2009 with the COPS Hiring Recovery Program (CHRP), funded by the American Recovery and Reinvestment Act (ARRA). In FY 2009, the COPS Office funded 4,699 officer positions under the COPS Hiring Recovery Program. By the end of FY 2010, 4,169 of the 4,699 officer positions funded were hired and/or re-hired. In FY 2010, the COPS Office funded 1,395 additional officer positions. The COPS Office also has a High Priority Performance Goal to fund a cumulative total of 8,900 officer positions by the end of FY 2012. However, assuming a FY 2011 funding level of \$298 million for hiring grants, the COPS Office anticipates funding a cumulative total of 7,436 officer positions by the end of FY 2011. By the end of FY 2012, the COPS Office anticipates funding 11,920 officer positions.



The COPS Office’s performance measures also assess the impact of COPS Office knowledge resource products (i.e., publications, training curricula, white papers, etc.) on increasing the capacity of grantees and knowledge resource recipients to implement community policing strategies. The COPS Office continues to ensure that our knowledge resources are distributed to state, local, and tribal law enforcement agencies by focusing additional emphasis on marketing these products and improving knowledge resource recipients’ satisfaction. Since FY 2007, the COPS Office has distributed over 2,300,000 knowledge resource products.

Number of Knowledge Resource Products Distributed



b. Strategies to Accomplish Outcomes

In FY 2010, 2011, and 2012 the COPS Office plans to continue efforts to align grant and knowledge resources toward increasing the capacity of grantees and knowledge resource recipients to implement community policing strategies. To meet these performance outcomes, the Office will focus resources toward those strategic objectives and initiatives that will best ensure effectiveness and positively impact performance outcomes as outlined in the community policing enhancement section of the budget overview.

c. High Priority Performance Goals

As mentioned previously, the COPS Office has a High Priority Performance Goal to fund a cumulative total of 8,900 officer positions by the beginning of FY 2012. Beginning with the \$1 billion in grant funding provided in FY 2009 under the American Recovery and Reinvestment Act (ARRA), through funding anticipated in FY 2010 and FY 2011, the COPS Office anticipates funding cumulative total of 7,436 officer positions by the end of FY 2011. However, with the COPS Hiring grant resources requested in this budget, COPS will be able to fund a cumulative total of nearly 12,000 officer positions by the end of FY 2012.

V. Program Increases by Item

A. Item Name: COPS Hiring Program

Budget Decision Unit(s): Community Oriented Policing
Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime.
Organizational Program: COPS Hiring Program

Program Increase: Positions 0 FTE 0 Dollars \$302,000,000

Description of Item

The COPS Hiring Program adds additional community policing officers to the beat by providing funds for the approved entry-level salary and benefits of each newly hired additional officer position over three years. The proposal for the COPS Hiring Program in FY 2012 includes a maximum award cap of \$125,000 and institute a 25% local match requirement for all grantees. In addition, to meet the unique challenges in Indian Country, seven percent (or \$42 million) of COPS Hiring Program funds will be set aside to award grants for hiring tribal law enforcement officers. The FY 2012 request also includes \$20 million for grants to repay university loans of college graduates, which is an important incentive for attracting highly qualified and skilled personnel to law enforcement careers.

Justification

The demand from state, local and tribal governments for COPS hiring funds remains extremely high, especially with state and local budgets being tightened. A January 2009 press release by the Police Executive Research Forum stated that nearly two out of three police agencies responding to its survey said they were making plans to cut their budgets. Additionally, 44 percent of the police departments reported increases in certain types of crime (robberies, burglaries, and thefts) which they believe could be attributed to the economic crisis. A total of 27 percent stated that

they had already implemented a hiring freeze for sworn law enforcement positions. Under the COPS Hiring Recovery Program (CHRP) solicitation in FY 2009, the COPS Office received over 7,200 applications requesting over \$8 billion in federal funding. The FY 2012 funding will be used to continue to support the efforts of state, local, and tribal law enforcement agencies in meeting the challenge of keeping their communities safe.

Impact on Performance (Relationship of Increase to Strategic Goals)

The COPS Hiring Program responds directly to those jurisdictions where data suggests there has been an increase in violent crime. COPS Hiring grants directly assist state, local and tribal governments to hire additional law enforcement officers for deployment in community policing, and encourages agencies to improve public safety through increasing their community policing capacity. The officers supported through this funding will be incorporated into meeting the Administration’s goal of increasing the number of law enforcement professionals by 50,000.

Base Funding

FY 2010 Enacted (w/resc./supps)				FY 2011 Enacted				FY 2012 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
N/A	N/A	N/A	298,000	N/A	N/A	N/A	298,000	N/A	N/A	N/A	298,000

*This increase would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	298,000	298,000
Increases	N/A	N/A	N/A	N/A	302,000	302,000
Grand Total	N/A	N/A	N/A	N/A	600,000	600,000

B. Item Name: Community Policing Development

Budget Decision Unit(s): Community Oriented Policing
 Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime.

Organizational Program: Community Policing Development

Program Increase: Positions 0 FTE 0 Dollars \$8,500,000

Description of Item

COPS Community Policing Development (CPD) funds are used to advance the practice of community policing in law enforcement agencies through training and technical assistance, the development of innovative community policing strategies, applied research, guidebooks, and best practices. Through the CPD initiative COPS funds a variety of knowledge resource products that support the integration of community policing strategies throughout the law enforcement community and enable officers and community members to more effectively address emerging law enforcement and community issues. To date, COPS has disseminated more than 2,000,000 knowledge products and trained more than 575,000 policing professional and community leaders in topics such as violent crime reduction strategies, terrorism prevention and preparedness, school safety, partnership building, problem-solving, and crime analysis. In FY 2012, \$2.5 million of the CPD Program funds also will be dedicated to efforts to work with disaffected and disengaged communities to proactively address factors that may contribute to extremism, violence and terrorism.

Justification

The COPS Office is frequently asked by the law enforcement community for training for the officers they have hired under the COPS program. With the anticipated increase in COPS Hiring funding, the need for state, local and tribal law enforcement to have access to training for their newly hired professionals on all aspects of community policing is vital to their success in fighting and preventing crime in their neighborhoods. CPD funding contributes to developing the capacity of law enforcement to implement community policing strategies, builds knowledge about effective practices and outcomes, and supports creative approaches to addressing crime and promoting safe communities, such as police integrity initiatives, overcoming recruitment and hiring challenges and hiring in the spirit of service, improving the use of information technology, and addressing urban violence, gangs, and drug issues. CPD funds also address the unique needs of targeted audiences and stakeholders, such as campus and school safety, tribal and Native American law enforcement, returning offenders, faith based programs, and agencies implementing large technology initiatives.

The COPS Office has strategically developed eight Community Policing Development themes to address the current, long-term and emerging needs of law enforcement and related stakeholders. Each theme is listed below with corresponding program statements and program outcomes:

I. Community Policing and Homeland Security

Role of Local Law Enforcement Agencies in Homeland Security

Program Statement - Improve the capacity of law enforcement agencies to partner with relevant stakeholders on homeland security initiatives and to integrate homeland security roles with community policing and traditional law enforcement agencies responsibilities.

Program Outcomes:

- Increase the capacity of state, local, and tribal law enforcement agencies to develop and maintain a criminal intelligence capability.
- Increase the capacity of state, local, and tribal law enforcement agencies to develop and maintain an all-crimes approach in their agency and/or in partnership with other jurisdictions and entities (e.g. fusion centers).
- Increase the ability of law enforcement agencies to measure the success of homeland security related activities.

II. Business of Law Enforcement

Recruitment and Hiring

Program Statement - Improve the capacity of law enforcement agencies to attract and hire officers who embrace and implement the community policing philosophy.

Program Outcomes:

- Increase the capacity of law enforcement agencies to recruit, hire, and retain service-oriented officers.
- Increase the capacity of law enforcement agencies to brand and market their departments to better meet the needs of community policing.
- Increase the capacity of law enforcement agencies to establish and/or enhance a human capital strategy to hire sworn and non-sworn personnel.

Ethics and Integrity (Internal)

Program Statement - Increase the awareness of law enforcement agencies of the importance of ensuring a culture of trust and accountability.

Program Outcomes:

- Increase the capacity of law enforcement agencies to implement integrity related initiatives to better enhance internal accountability.
- Increase the capacity for law enforcement agencies to train, educate, and prepare officers to work in a community policing environment where trust, honesty, and integrity are actively embraced and promoted.

Technology

Program Statement - Improve the capacity of law enforcement agencies to use technology to support community policing efforts through the capture of data.

Program Outcomes:

- Increase the capacity of law enforcement agencies to conduct data sharing among public service agencies.
- Increase the capacity of law enforcement agencies to incorporate technology in their organizational practices.

III. Community and Law Enforcement Relationships

Ethics and Integrity (External)

Increase the capacity of law enforcement agencies and the communities they serve to develop and enhance mutual trust.

Program Outcomes:

- Increase the capacity of law enforcement agencies to address citizen concerns with the goal of building community trust.
- Increase the capacity of law enforcement agencies and relevant stakeholders to develop partnerships that increase mutual trust between law enforcement and the community.
- Increase the capacity of law enforcement agencies to increase officers' level of cultural competency when interacting with citizens.

Criminal Justice Alternatives

(Re-Entry, Restorative Justice and Community and Faith Based Organizations)

Program Statement - Develop partnerships and projects throughout the criminal justice system that will result in reduced recidivism among offenders, through the development of effective alternatives to arrest and incarceration and enhanced reentry efforts.

Program Outcomes:

- Increase the capacity of law enforcement agencies to work with other criminal justice agencies, social service providers and community groups to develop effective alternatives to incarceration.
- Increase the capacity of law enforcement agencies to reduce recidivism of returning offenders through comprehensive reentry programs.

IV. Economy and Public Safety

Public Safety in a Distressed Economy

Program Statement - Increase the capacity of law enforcement agencies and relevant stakeholders to leverage community policing in responding to the effects of local economic distress on public safety.

Program Outcomes:

- Increase the prevention and outreach capacity of law enforcement and stakeholder partnerships to counteract crimes and quality of life issues affected by local economic distress through prevention and outreach.
- Increase the capacity of law enforcement agencies to analyze, respond to, and evaluate the responses to specific crime problems uniquely associated with the economic climate (eg. mortgage fraud, abandoned properties, ID theft).
- Increase the capacity of law enforcement to use community policing to maintain and expand levels of service in the face of recession-generated economic constraints and budget cutbacks, and to evaluate the cost-benefits of community policing.

V. Violent Crime

Gang Violence

Program Statement - Increase the capacity of law enforcement agencies to implement a comprehensive community policing response to gangs including prevention, intervention, suppression and partnership.

Program Outcomes:

- Increase the capacity of law enforcement agencies to analyze and understand local gang issues.
- Increase the capacity of law enforcement agencies to develop partnerships with relevant stakeholders to address local gang issues.
- Increase the capacity of law enforcement agencies to develop a comprehensive response to gang problems.

Drugs

Program Statement - Increase the capacity of law enforcement agencies to address drugs in a comprehensive community policing approach including prevention, intervention, suppression and partnership.

Program Outcomes:

- Increase the capacity of law enforcement agencies to address Drug Endangered Children.
- Increase the capacity of law enforcement agencies to address the growing problem of prescription drug abuse.

- Increase the capacity of law enforcement agencies to implement coordinated responses to methamphetamine use, production and trafficking.
- Increase the capacity of law enforcement agencies to share data across jurisdictional boundaries.

Urban Violence

Program Statement - Improve the ability of law enforcement agencies and communities to address specific violent crime problems in distinct urban areas.

Program Outcomes:

- Increase the capacity of law enforcement agencies to analyze and understand urban area violent crime.
- Increase the capacity of law enforcement agencies to partner with relevant stakeholders to address violent crime in urban areas.
- Increase the capacity of law enforcement agencies to target at risk youth.

VI. Child/Youth Safety

Child Sexual Predators/ Internet Safety

Program Statement - Increase the capacity of law enforcement agencies to reduce and prevent child endangerment and protect communities from sexual predators.

Program Outcomes:

- Increase capacity of law enforcement agencies to help locate, arrest, and prosecute child sexual predators and exploiters, and enforce state sex offender registration laws.
- Increase capacity of law enforcement agencies to improve coordination and partnerships in addressing and reducing child endangerment.
- Increase capacity of law enforcement agencies to improve investigative efforts of sexual predators on-line through enhanced technology capability.

VII. Quality of Life Crimes

Fear of Crime

Program Statement - Increase the capacity of law enforcement agencies to address fear of crime in a comprehensive community policing approach.

Program Outcomes:

- Increase the awareness of law enforcement agencies regarding the negative impact fear of crime has on communities.
- Increase the capacity of law enforcement agencies to measure fear of crime in their jurisdiction.
- Increase the knowledge of law enforcement agencies regarding promising practices that may be able to assist in fear reduction.

VIII. Community Policing in Unique Environments

Tribal

Program Statement - Increase the capacity of law enforcement agencies to address tribal issues in a culturally sensitive and comprehensive community policing approach.

Program Outcomes:

- Increase the awareness of tribal law enforcement agencies regarding community policing and institutionalizing community policing.

- Increase the knowledge of tribal law enforcement agencies regarding problem-solving and analysis.
- Increase the ability of tribal law enforcement agencies to utilize technology in a more efficient and effective manner.
- Increase the ability of tribal law enforcement agencies to address the threat of gangs and drugs in their communities.

Immigrant Communities

Program Statement - Increase the capacity of law enforcement agencies to perform outreach to serve immigrant communities.

Program Outcomes:

- Increase the capacity of law enforcement agencies to increase officers' level of cultural competency when interacting with immigrant communities.
- Increase the level of cooperation and mutual trust and understanding between law enforcement agencies and new immigrant communities.
- Increase the capacity of law enforcement agencies to evaluate the impact of immigrant communities in their jurisdictions.
- Increase the capacity of law enforcement agencies to educate the entire community on the interrelationships between immigrant communities and public safety.

Campus Safety

Program Statement - Increase the capacity of campus law enforcement agencies to institute a comprehensive approach to community policing.

Program Outcomes:

- Increase the capacity of campus law enforcement agencies to share information among agencies regarding innovative community policing practices.
- Increase the capacity of law enforcement agencies to use innovative community policing practices from campus law enforcement agencies.
- Increase the capacity of campus law enforcement agencies and relevant stakeholders to collaborate about public safety issues on campuses.

Global Community Policing

Program Statement - Increase practice of community policing globally.

Program Outcomes:

- Increase level of awareness of United States law enforcement agencies regarding global innovative community policing best practices and lessons learned.
- Increase level of awareness of international law enforcement agencies regarding innovative community policing best practices and lessons learned.
- Increase the capacity of the COPS Office to share innovative community policing best practices and lessons learned.

The COPS Office has the staff and resources necessary to develop, execute and monitor a highly successful Community Policing Development Initiative focusing on these eight main issue areas, determined by our experience in working with state, local and tribal law enforcement to be the most pressing issues facing the field today.

Impact on Performance (Relationship of Increase to Strategic Goals)

In FY 2011, funding available for the COPS Community Policing Development program will continue to provide resources in direct support of the Department’s objective (2.1) to strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime. The \$8.5 million enhancement in Community Policing Development funds requested in FY 2012 will in part be used to increase the amount of training and technical assistance that the COPS Office provides directly to state, local and tribal law enforcement to address their most critical needs. COPS also plans to increase the development and distribution of knowledge resource products that advance community policing strategies to address crime and disorder issues across the country. In FY 2012, \$2.5 million of the funds also will be used to work with disaffected and disengaged communities to proactively address factors that may contribute to extremism, violence and terrorism. This effort will focus on providing training and technical assistance to local, state, and tribal law enforcement to better understand the radicalization process in a post 9/11 environment and how best to counter radicalization through the community policing philosophy.

The COPS Office provides a unique service by focusing on the importance of the community perspective in state and local initiatives. Through this broad range of programs offered by Community Policing Development funding, the COPS Office offers support in virtually every aspect of law enforcement, making America safer one neighborhood at a time. By investing in the COPS Office Community Policing Development initiative, the Department of Justice will continue to invest in community safety throughout the Nation and significantly contribute to developing the capacity of law enforcement to implement community policing strategies, build knowledge about effective practices and outcomes, and support creative approaches to addressing crime and promoting safe communities.

Base Funding

FY 2010 Enacted (w/resc./supps)				FY 2011 Enacted				FY 2012 Current Services			
Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)
N/A	N/A	N/A	12,000	N/A	N/A	N/A	12,000	N/A	N/A	N/A	20,500

*This increase would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	12,000	12,000
Increases	N/A	N/A	N/A	N/A	6,000	8,500
Grand Total	N/A	N/A	N/A	N/A	18,000	20,500

C. Item Name: Police Integrity

Budget Decision Unit(s): Community Oriented Policing
Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation's capacity to prevent, solve, and control crime.
Organizational Program: Police Integrity

Program Increase: Positions 0 FTE 0 Dollars \$10,000,000

Description of Item

The overall goal of the COPS Police Integrity Initiative is to meet emerging and changing law enforcement needs by assisting agencies in creating or strengthening local programs that build trust between law enforcement and their communities. The programs developed with these funds support the tools, techniques and training programs that enhance an officer's ability to make the right decisions in the field. Ongoing strategies include identifying and disseminating best practices, developing model problem-solving partnerships, and delivering national training and technical assistance.

Justification

Beginning in 1996, the COPS Office has administered a national COPS Police Integrity Initiative. The overall goal of the COPS Police Integrity Initiative is to meet emerging and changing law enforcement needs by assisting agencies in creating or strengthening local efforts to address integrity related issues.

For example, the COPS Office sponsored the first National Symposium on Police Integrity and followed it with a series of regional technical assistance conferences. The COPS Office expanded the scope of integrity issues to include racial profiling and hosted a problem-solving working group on police stops and searches. COPS also organized the U.S. Department of Justice's Conference on Police-Community Relationships and participated in follow-up working groups. These efforts culminated in a police integrity focus group that concentrated on the effective use of early warning systems, complaint investigations, use-of-force policies, and racial profiling. In addition, the COPS Office has worked in partnership with the major law enforcement associations and others to produce a significant library of guidebooks and publications to assist agencies in developing and strengthening their integrity programs.

The COPS Office has also focused on strengthening the base of police integrity initiatives to create community policing environments that foster trust and mutual respect between police and citizens and to create cultures of integrity in police departments. Efforts to expand agencies' strategic approach in creating a culture that supports police integrity include continued support of standardized training in police practices and police ethics; development of best practices to strengthen police integrity; and support for the development of collaborative leadership partnerships committed to problem-solving to reduce police conflicts within communities.

One of the emerging themes gaining widespread support in the area of police integrity is Values Based Policing. The COPS Office fully supports this community policing approach and a major

focus of Police Integrity funding in FY 2012 would be promoting the concept of Values Based Policing to place the emphasis on the core values that an officer carries with him every day, such as respect for human dignity, justice, caring, fairness and truth. These values should also be expressed in the internal disciplinary processes and supervisory style at the line level within police organizations. By having police departments focus internally and externally on treating their officers and the public they serve with respect and dignity will have a profound impact on the future of community policing in America.

Impact on Performance (Relationship of Increase to Strategic Goals)

In FY 2012, COPS is requesting \$10 million to be dedicated to the Police Integrity Initiative. These funds will be used to improve police-community relationships and will strengthen community trust in law enforcement. In particular, funding will be used to support the Values Based Policing movement and for projects that will promote officers and police departments to demonstrate through their words and their deeds that the best interest of the community is always in the forefront of their decisions. By creating programs that strengthen trust, police and communities will have more opportunities to build partnerships and engage in proactive problem solving activities to fight crime, reduce the fear of crime, and improve the quality of life in their neighborhoods.

Base Funding

FY 2010 Enacted (w/resc./supps)				FY 2011 Enacted				FY 2012 Current Services			
Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)
N/A	N/A	N/A	0	N/A	N/A	N/A	0	N/A	N/A	N/A	0

*This increase would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	0	0
Increases	N/A	N/A	N/A	N/A	10,000	10,000
Grand Total	N/A	N/A	N/A	N/A	10,000	10,000

D. Item Name: COPS Management and Administration

Budget Decision Unit(s): Community Oriented Policing
Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation's capacity to prevent, solve, and control crime.
Organizational Program: COPS Management and Administration

Program Increase: Positions 22 FTE 11 Dollars \$2,850,000

Description of Item

COPS Management and Administration (M&A) funding will provide the resources to effectively and efficiently administer new grants included in the FY 2012 budget request, to maintain and monitor active grants awarded in prior fiscal years, and to remain compliant with legislative requirements and Administration directives. Beginning in FY 2009, COPS M&A funding has been requested under a consolidated Department of Justice Grants Salaries and Expenses account.

Justification

With an anticipated enhancement in grant funding, it is vital for COPS to have the staff and the systems in place to handle the thousands of new grant awards we plan on making as well as continue to efficiently monitor, maintain and close grants awarded in previous fiscal years. In FY 2012, COPS plans to make substantial investments to more efficiently and effectively address the needs of the law enforcement community through additional staff, innovative technological services and general administrative functions. An increase in staff resources will result in greater access to COPS personnel for our grantees, allowing for more hands-on assistance in grant management issues and encouraging compliance with grant terms and conditions. Additionally, it is essential to have adequate M&A funds available so that COPS staff are appropriately trained to ensure compliance with all Federal rules and regulations governing the Federal grant making process. Finally, some data system improvements that the COPS Office deems essential and would be considered for implementation with additional M&A resources are upgrading data systems that allow for the timely and accurate reporting to Federal and non-Federal entities and a phased-in approach to making all COPS records electronic and more directly accessible to staff and to grantees.

Impact on Performance (Relationship of Increase to Strategic Goals)

In FY 2012, COPS is requesting a \$2.85 million enhancement for M&A and an increase of 11 FTE. The requested increases are needed to ensure transparency and accountability, and to maintain proper oversight of COPS grants awarded in FY 2012 and in previous fiscal years. The increase to COPS M&A resources will positively impact the ability of COPS staff to provide timely and effective customer service to grantees. Consistent communication with grantees is critical to the successful and compliant implementation of grant awards, and ultimately a worthwhile investment of taxpayer dollars.

Base Funding

FY 2010 Enacted (w/resc./supps)				FY 2011 Enacted				FY 2012 Current Services			
Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)
188	11	164	37,462	188	11	164	37,462	188	11	164	37,518

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	188	11	164	37,518	N/A	37,518
Increases	22	11	11	2,538	N/A	2,850
Grand Total	210	11	175	18,934	21,434	40,368

VI. Program Offsets by Item

A. Item Name: COPS Law Enforcement Technology

Budget Decision Unit(s): Community Oriented Policing
 Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime.
 Organizational Program: COPS Law Enforcement Technology

Program Decrease: Positions 0 FTE 0 Dollars (\$170,223,000)

Description of Item

COPS Law Enforcement Technology grants provide funding for the continued development of technologies and automated systems that help state, local, and tribal law enforcement agencies prevent, respond to, and investigate crime. This funding allows agencies to purchase technologies to advance communications interoperability, information sharing, crime analysis, intelligence gathering, and crime prevention in their communities.

Justification:

Due to competing budgetary priorities, the Department of Justice is redirecting funding from COPS Law Enforcement Technology to support other mission critical initiatives. This reduction eliminates funding for this program, which was completely earmarked in the FY 2010 appropriations bill.

Impact on Performance (Relationship of Reduction to Strategic Goals)

By redirecting Law Enforcement Technology funding, the Department will be able to increase resources toward supporting other mission critical initiatives.

Base Funding

FY 2010 Enacted (w/resc./supps)				FY 2011 Enacted				FY 2012 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>170,223</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>170,223</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>170,223</u>

*This decrease would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	<u>170,223</u>	<u>170,223</u>
Decreases	N/A	N/A	N/A	N/A	<u>(170,223)</u>	<u>(170,223)</u>
Grand Total	N/A	N/A	N/A	N/A	0	0

B. Item Name: COPS Methamphetamine

Budget Decision Unit(s): Community Oriented Policing
 Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime.
 Organizational Program: COPS Methamphetamine

Program Decrease: Positions 0 FTE 0 Dollars (\$40,385,000)

Description of Item

COPS Methamphetamine grants assist state, local, and tribal law enforcement agencies in combating methamphetamine production and distribution, to target drug ‘hot spots’, and to remove and dispose of hazardous materials at clandestine methamphetamine labs. Since 1998, COPS has received more than \$500 million in Methamphetamine funding to make grant awards to combat the spread of methamphetamine nationwide as well as to provide funding to the DEA for meth lab clean-up activities.

Justification:

Due to competing budgetary priorities, the Department of Justice is redirecting funding from COPS Methamphetamine to support other mission critical initiatives. This reduction eliminates funding for this program, which was heavily earmarked in the FY 2010 appropriations bill.

Impact on Performance (Relationship of Reduction to Strategic Goals)

By redirecting COPS Methamphetamine funding, the Department will be able to increase resources toward supporting other mission critical initiatives.

Base Funding

FY 2010 Enacted (w/resc./supps)				FY 2011 Enacted				FY 2012 Current Services			
Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)
N/A	N/A	N/A	40,385	N/A	N/A	N/A	40,385	N/A	N/A	N/A	40,385

*This decrease would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	40,385	40,385
Decreases	N/A	N/A	N/A	N/A	(40,385)	(40,385)
Grand Total	N/A	N/A	N/A	N/A	0	0

C. Item Name: COPS Indian Country

Budget Decision Unit(s): Community Oriented Policing
 Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime.
 Organizational Program: COPS Indian Country

Program Decrease: Positions 0 FTE 0 Dollars (\$20,000,000)

Description of Item

In response to the special needs of the nation’s tribal law enforcement community, COPS Indian Country programs were created in FY 1999 to provide funding for law enforcement expenses, including hiring and training new community policing officers, training existing forces, and purchasing new equipment, technology and vehicles. Because state and local funding is not available to many tribes for officers and technology, the COPS Office has become one of the

primary resources available to tribal law enforcement agencies seeking to develop and maintain a basic community policing infrastructure, as well as improve and upgrade their equipment. Technology and equipment have been critical because most tribal police officers have large areas to patrol and these resources allow officers to stay in the field.

Justification

Many tribal law enforcement agencies face a range of unique obstacles that often challenge their ability to promote and sustain community policing effectively. In addition, the demands and needs of tribal law enforcement are virtually limitless. Unlike municipal police agencies, many tribes still lack basic technology to modernize their departments, such as laptops installed in police vehicles. The officer-to-population ratio still remains higher on Indian reservations than in any other jurisdictions across the country. Finally, tribal law enforcement has a unique challenge of patrolling large areas of uninhabited land. Because of these challenges, tribal law enforcement continues to require federal assistance for hiring personnel and for equipment and technology upgrades.

To help overcome these hurdles, the Department of Justice has invested considerable resources towards numerous grant programs that address the needs of tribal law enforcement, such as the COPS Indian Country/Tribal Resources Grant Program (TRGP). The Department will continue to provide funding for this program in FY 2012, but at a reduced level. Despite this reduction, the overall commitment by the Department to provide comprehensive tribal law enforcement assistance will remain.

Impact on Performance (Relationship of Decrease to Strategic Goals)

The COPS Tribal Resources Grant Program (TRGP) represents one of the Department of Justice’s core programs for tribal law enforcement assistance. The Attorney General has made it one of his priorities to address the growing public safety crisis in Indian Country. Due to competing budgetary priorities, the Department of Justice is redirecting funding from COPS TRGP to support other mission critical initiatives, such as the COPS Hiring Program. Although the FY 2012 request includes a \$20 million decrease in funding for TRGP, the COPS Office will dedicate seven percent, or \$42 million, of COPS Hiring funds towards the hiring of tribal law enforcement officers. Through these two programs, the COPS Office will be able to provide an overall total of \$62 million in FY 2011 to meet the most pressing needs of tribal agencies. Further, while the COPS Hiring Grants will focus on police hiring, it is expected that the TRGP will focus on equipment and other needs of tribal law enforcement in FY 2012.

Base Funding

FY 2010 Enacted (w/resc./supps)				FY 2011 Enacted				FY 2012 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
N/A	N/A	N/A	40,000	N/A	N/A	N/A	40,000	N/A	N/A	N/A	40,000

*This decrease would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary
Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	40,000	40,000
Decreases	N/A	N/A	N/A	N/A	(20,000)	(20,000)
Grand Total	N/A	N/A	N/A	N/A	20,000	20,000

D. Item Name: **Secure Our Schools**

Budget Decision Unit(s): Community Oriented Policing
 Strategic Goal(s) & Objective(s): 2.1 Strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime.
 Organizational Program: Secure Our Schools

Program Increase: Positions 0 FTE 0 Dollars (\$6,000,000)

Description of Item

The COPS Office has long demonstrated a commitment to school safety. COPS has invested more than \$850 million in America's schools through programs like COPS in Schools, School-Based Partnerships, and the Safe Schools Initiative. COPS expanded that range of programs in fiscal year 2002 to include Secure Our Schools (SOS). The SOS program awards grants to state, local, and tribal law enforcements agencies to provide improved security at schools and on school grounds. Funding can be used to install metal detectors, locks, lighting, and other deterrent measures in schools, for security assessments, and for security training of personnel and students.

Justification

Due to competing budgetary priorities, the Department of Justice is reducing the funding level for the Secure Our Schools program to support other mission critical initiatives, such as the COPS Hiring Program and the Community Policing Development (CPD) Program. However, the \$10 million being requested for SOS will continue to fund and address the most pressing security needs of our young people while they are in school.

Impact on Performance (Relationship of Decrease to Strategic Goals)

By redirecting SOS funding, the Department will be able to increase resources toward supporting other mission critical initiatives, such as the COPS Hiring Program. Collectively, COPS grant resources in the SOS, COPS Hiring and COPS Child Sexual Predator Programs (CSPP) will assist state, local and tribal law enforcement with their efforts to keep America’s children safe.

Base Funding

FY 2010 Enacted (w/resc./supps)				FY 2011 Enacted				FY 2012 Current Services			
Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)
<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>16,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>16,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>16,000</u>

*This decrease would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	16,000	16,000
Decreases	N/A	N/A	N/A	N/A	(6,000)	(6,000)
Grand Total	N/A	N/A	N/A	N/A	10,000	10,000

E. Item Name:

COPS Child Sexual Predator Program

Budget Decision Unit(s):

Community Oriented Policing

Strategic Goal(s) & Objective(s):

2.1 Strengthen partnerships for safer communities and enhance the Nation’s capacity to prevent, solve, and control crime.

Organizational Program:

COPS Child Sexual Predator Program (CSPP)

Program Increase: Positions 0 FTE 0 Dollars (\$14,000,000)

Description of Item

The Child Sexual Predator Program (CSPP) is a funding initiative implemented by the COPS Office aimed at reducing and preventing child endangerment and protecting communities from sexual predators. Launched in 2008, CSPP provides funding to state, local, and tribal law enforcement agencies to help locate, arrest, and prosecute child sexual predators and exploiters, and enforce state sex offender registration laws. Ultimately, the goal is to reduce child endangerment by developing and implementing plans to improve coordination and partnership in detecting, apprehending, and prosecuting sex offenders who fail to register and who sexually exploit and prey on children.

Justification

Due to competing budgetary priorities, the Department of Justice is reducing the funding level for CSPP by a small amount to support other mission critical initiatives. However, the COPS Office will continue its efforts to prevent and reduce child endangerment with the \$9 million

being requested for this program. In addition, the FY 2012 budget request for Office of Justice Programs (OJP) includes \$30 million for implementation of the Adam Walsh Act and \$1 million for the National Sex Offender Registry.

Base Funding

FY 2010 Enacted (w/resc./supps)				FY 2011 Enacted				FY 2012 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
N/A	N/A	N/A	24,000	N/A	N/A	N/A	24,000	N/A	N/A	N/A	12,000

*This increase would not affect positions or FTE since COPS does not currently associate personnel resources directly to program initiatives, but to the decision unit as a whole.

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	N/A	N/A	N/A	N/A	23,000	23,000
Decreases	N/A	N/A	N/A	N/A	(14,000)	(14,000)
Grand Total	N/A	N/A	N/A	N/A	9,000	9,000

F. Item Name: COPS Management and Administration

Budget Decision Unit(s): Community Oriented Policing
 Organizational Program: COPS Management and Administration

Program Increase: Positions 0_ FTE 0_ Dollars (\$38,000)

Description of Item

COPS Management and Administration (M&A) funding will provide the resources to effectively and efficiently administer new grants included in the FY 2012 budget request, to maintain and monitor active grants awarded in prior fiscal years, and to remain compliant with legislative requirements and Administration directives. Beginning in FY 2009, COPS M&A funding has been requested under a consolidated Department of Justice Grants Salaries and Expenses account. As part of the Department of Justice’s overall effort to streamline costs and identify areas for cost savings and efficiencies, the COPS Office proposes to reduce its M&A expenses by a total of \$38,000 through both administrative efficiencies and through extension of the refresh rate of COPS computer hardware.

Justification

The Department is continually evaluating its programs and operations with the goal of achieving across-the-board economies of scale that result in increased efficiencies and cost savings. In FY 2012, the Department is focusing on areas in which savings can be achieved, which include:

printing, publications, travel, conferences, supplies, and general equipment. For COPS, these administrative efficiencies will result in an offset of \$30,000.

In addition, as desktops and laptops are used primarily for basic office automation applications (e.g., spreadsheets and word processing), replacing this inventory at a slower rate is expected to have minimal impact on Department operations. In FY 2012, the Department is proposing to extend the refresh rate of all desktops and laptops by one year, resulting in an offset of \$8,000 for the COPS Office.

Impact on Performance (Relationship of Decrease to Strategic Goals)

In FY 2012, COPS is requesting a total of \$40,330,000 for Management and Administration (M&A) expenses. Although the requested level includes an offset of \$38,000, M&A funding is needed to ensure transparency and accountability, and to maintain proper oversight of COPS grants awarded in FY 2012 and in previous fiscal years. The COPS M&A resources requested in this budget will positively impact the ability of COPS staff to provide timely and effective customer service to grantees. Consistent communication with grantees is critical to the successful and compliant implementation of grant awards, and ultimately a worthwhile investment of taxpayer dollars.

Base Funding

FY 2010 Enacted (w/resc./supps)				FY 2011 Enacted				FY 2012 Current Services			
Pos	agt/ atty	FT E	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
188	11	164	37,462	188	11	164	37,462	210	11	175	40,368

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non- Personnel (\$000)	Total (\$000)
Current Services	188	11	164	17,597	19,921	37,518
Decreases	0	0	0	0	(38)	(38)
Grand Total	188	11	164	17,597	19,883	37,480