

U.S. Department of Justice
FY 2015 Congressional Justification

**Office of Community Oriented Policing
Services**

Congressional Justification
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I. Overview of the Office of Community Oriented Policing Services

1. Introduction

In Fiscal Year (FY) 2015, the Office of Community Oriented Policing Services (COPS) requests a total of \$274,000,000, 188 positions and 118 FTE to further the Department of Justice's goal to successfully assist state, local, and tribal law enforcement agencies in their efforts to prevent crime, enforce laws, and represent the rights and interests of the American people. The COPS Office is proposing funding for several programs to assist state, local, and tribal law enforcement to combat crime and increase law enforcement effectiveness by leveraging resources and maximizing cooperative efforts. The highlights of this request include \$247 million for the COPS Hiring Program to assist in hiring additional law enforcement professionals (both sworn and non-sworn personnel).

In FY 2015, the COPS Office proposes that Management and Administration needs be supported with program funding. These funds will support 188 positions and 118 FTE; administrative and oversight costs of FY 2015 COPS programs and activities; and active grants associated with programs appropriated in prior fiscal years.

FY 2015 Opportunity, Growth, and Security Initiative: The FY 2015 base discretionary budget meets the cap levels set by the Bipartisan Budget Act of 2013. In addition, the FY 2015 Budget's Opportunity, Growth, and Security Initiative includes targeted investments for state and local justice assistance grants, with additional resources for the COPS Hiring Program.

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 defined as developing partnerships between law enforcement agencies and the communities they serve so they can work collaboratively to resolve problems. It 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 2015, 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 and non-sworn law enforcement personnel nationwide;
- Enhancing the Collaborative Reform Model of Technical Assistance for a proactive, non-adversarial, and cost-effective approach to practical technical assistance for agencies with significant law enforcement-related issues;
- Focusing hiring grants on “neighborhood level” community policing partnerships and problem solving;
- Aligning training and technical assistance in a more substantial way to officer hiring;

- Continuing to promote improved public safety outcomes by infusing its core principles in all grant programs, acting on evidence that community policing advances public safety;
- 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, delivering, and continuing to evaluate state-of-the-art training and technical assistance to enhance law enforcement officers’ problem-solving and community interaction skills;
- Promoting collaboration among law enforcement, community members, academic institutions, and other key stakeholders to develop innovative evidence-based initiatives to prevent crime; and
- Providing responsive, cost effective service delivery to 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.

Research evaluating the COPS Office supports the positive effect of federal funding to communities from the COPS Office on crime and police practices. For example, a study published by Evans and Owens (2007) showed that the crime problems targeted by COPS Office grantees “led to a statistically precise drop in crime in subsequent years for four of the seven index crimes.” The four index crimes (auto theft, burglary, robbery and aggravated assault) are among several crime problems applicants requesting COPS Hiring Program funding can select to target funding to improve public safety in their communities.

Supporting the President’s Transparency and Accountability Goals

In support of the President’s goal of a more transparent and accountable federal government, the COPS Office continues to review and improve our business processes to achieve greater efficiencies and be more responsive to the needs of the law enforcement community. These efforts have led to the implementation of innovative projects to promote the COPS Office’s primary mission and improve grantees’ access to COPS resources and overall experiences with the COPS Office; expand our current E-government capabilities; enhance customer service; and empower employees to meet our mission.

<p><u>Community Policing Enhancements</u></p> <p>In FY 2014 and FY 2015, the COPS Office will continue to use community policing enhancements that were implemented in FY 2011 and FY 2012. The enhancements were a part of an office-wide initiative to further integrate community policing principles into our grant programs. The initiative consists of improvements to COPS grant programs and knowledge resource management activities in an effort to better meet our mission to “advance public safety through community policing.” In FY 2013, the COPS Office accomplished the following:</p> <ul style="list-style-type: none"> • Required hiring grant applicants to complete a more comprehensive community policing plan that incorporates a problem solving component by asking applicants to specify

crime issues that they will target with hiring funding;

- Implemented more detailed progress report community policing implementation questions across all COPS programs;
- Implemented a COPS Office grant monitoring strategy involving a more comprehensive review of the agency's community policing efforts and providing additional on-site community policing technical assistance;
- Continued using a standardized assessment tool to capture community policing progress within law enforcement agencies;
- Further aligned training and knowledge resources with grant programs;
- Contacted all FY 2012 grantees to provide information regarding grant requirements, guidance on completion of the assessment tool, and to offer technical assistance for the problem area specified in their FY 2012 application;
- Continued to enhance the Community Policing Outreach Section, in which staff are dedicated to providing technical assistance on specific problems identified by the grantee, such as homicide issues;
- Implemented a technical assistance approach that resulted in the FY 2014 Collaborative Reform Model of Technical Assistance Program, which enables the COPS Office to partner with law enforcement agencies that may need assistance on a wide variety of criminal justice issues that range from use-of-force practices, to the deployment of crisis intervention teams, to building trust with the communities served. The program provides assistance to agencies in enhancing and improving their policies and procedures, systems, and culture. This program has been implemented in Las Vegas, Nevada and is currently operating in Spokane, Washington and Philadelphia, Pennsylvania.
- Implemented a critical response initiative to provide technical assistance to address a need that may have risen as a result of a high profile event or a major incident, or a longer term issue with which a department has struggled that requires immediate technical assistance to resolve. The COPS Office is currently providing critical response technical assistance in Detroit, Michigan.

The COPS Office will continue to build upon these efforts in FY 2014 and FY 2015.

COPS Business Process Improvement

The COPS Office remains committed to being a continuously improving organization that excels at meeting its mission and provides excellent customer service. To address the challenges presented by the current economic environment, in FY 2012 and FY 2013 the COPS Office engaged in additional business process analysis efforts to identify and implement more efficient and effective practices within our grants management program.

Grant Management System

During FY 2013, the COPS Office completed the NexGen COPS Management System (NexGen). NexGen is designed to: 1) automate the entire grant management lifecycle (i.e., pre- and post-award processing; monitoring; and closeout) by integrating a document management and workflow engine, 2) serve as a new grants management database enterprise application, and 3) provide the ability to manage and access certain data elements for reporting and analysis needs. The NexGen COPS Management System has increased operational efficiency by streamlining our grants management operations and reducing paper flow.

In FY 2014 and FY 2015, the NexGen system will be enhanced to include applications supporting the COPS Office's monitoring, audit, and compliance activities; the development and implementation of a new grant application system; and an update to the Agency Portal, an application that allows grantees to submit programmatic requests (e.g., grant modifications, extensions, etc.) to be processed by COPS staff through NexGen.

eRecords Initiative

In FY 2013, the COPS Office successfully completed the eRecords initiative in which COPS staff scanned, captured, and indexed our existing paper-based grants management files into an electronic format. These new converted electronic grant files are now searchable, 508 compliant, and accessible to new and existing COPS Office grants management applications. The eRecords initiative has streamlined our grants management processes and allows access to all pertinent grant documentation from all COPS Office users. The eRecords initiative has enabled the COPS Office to reduce our paper-based records center, significantly reduced the staffing of contract personnel associated with maintaining a paper-based records center, and reduced office space expenditures.

Realignment of Grants Administration Functions

In FY 2012, the COPS Grants Administration Division reorganized to better position the division to address new community policing, grant-making and grant management challenges and opportunities. The new structure has enhanced customer service to internal and external stakeholders, expanded cross-divisional cooperation on important agency initiatives, and improved management of divisional workload.

Business Process Improvement

In FY 2014, the COPS Office Management Services Directorate will be implementing recommendations from a business process analysis effort that began in FY 2012 to identify and address gaps in administrative processes and procedures. These improved processes and procedures will create efficiencies through standardized and repeatable activities and will be aligned with organizational policies. This effort also includes a continuous improvement process, which will be an on-going effort to maintain and improve business processes and standard operating procedures. This will ensure that the directorate's processes are constantly evaluated and improved upon, in light of their efficiency, effectiveness, and adaptability.

Consolidation of IT services

In FY 2012, the COPS Office transitioned its IT networking, security, and office automation services to a consolidated DOJ system. The COPS Office anticipates an estimate of \$5 million in savings through FY 2016. This strategy allows the COPS Office to focus its resources on information technology services and applications that are uniquely developed to help us achieve our mission.

Evidence and Evaluation

As noted in Memorandum M-13-17, “Next Steps in the Evidence and Innovation Agenda,” the COPS Office strives to ensure that we execute evidence-based grant-making strategies and promote public adoption of evidence-based practices in the law enforcement field in FY 2015 and beyond:

Harnessing data to improve agency results

The COPS Office is examining the initial results of our Community Policing Self-Assessment Tool (CP-SAT). The CP-SAT is an online survey instrument that is designed to be distributed to all members of law enforcement organizations. It includes tailored survey questions for line-level officers, chiefs, supervisors, civilian employees and citizen partners. All COPS Office hiring grantees since 2011 are required to complete the CP-SAT and distribute it to members of their organizations. To date, the COPS Office has received over 40,000 completed individual surveys from nearly 450 agencies. The COPS Office is currently examining the results of these surveys to determine how community policing is being implemented in grantee organizations. The results of this analysis will be used to inform program and product development across the Office, including informing funding decisions and how to best target training and technical assistance efforts.

High-quality, low-cost evaluation and rapid, iterative experimentation

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. Throughout the process, the COPS Office will continue to pursue evidence-based grant-making practices and promote the public adoption of effective community policing practices. For example, the COPS Office interacts regularly with the Department of Education and Office of Justice Programs (OJP) on multiple fronts related to school safety issues and initiatives. The COPS Office has also been heavily involved in providing Detroit, MI with training, technical assistance and grant resources to assist them with their transition to sustainable public safety. These efforts have included providing grant resources and bringing in other well-known chiefs to share information and guidance. The COPS Office also collaborates with OJP on the National Forum on Youth Violence Prevention, which was established by the Obama Administration, by planning, coordinating and presenting workshops at Forum meetings to build comprehensive local and national solutions to youth and gang violence. 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 for safer communities.

Using innovative outcome focused grant designs

The COPS Office will continue using the funding methodology that we started in FY 2010 to further enhance our hiring grant program application. Such changes have served to improve objectivity and evaluation-based community policing criteria. The COPS Office also developed

a standard set of measurable questions to indicate the extent of community policing activities an agency is currently engaged in and plans to engage in as they relate to specific public safety problems. This methodology allows the COPS Office to compare the relative commitment to proven community policing concepts among grantee agencies.

COPS E-government Initiatives

In FY 2012, the COPS Office continued the conversion of pre-existing online courses to a new platform for incorporation in the web-based COPS Community Policing Portal. The portal is intended to reinvigorate COPS resources and create an online one-stop shop for community policing training. It will serve as the initial access point for community policing online training.

The Community Policing Learning Portal is designed to:

- Educate and inform law enforcement practitioners, instructors, citizens and COPS Office grantees who currently lack easy access to community policing training;
- Fill a gap in existing knowledge and availability of information, thereby increasing the capacity for law enforcement agencies and communities to embrace the philosophy of community policing and put its tenets into practice; and
- Improve participants' knowledge and skills in community policing within the context of an overall problem-based learning delivery system that facilitates collaboration and communication with others in the field on topics of shared interest.

In February 2013, the COPS Learning Portal became available to COPS grantees, law enforcement agencies and citizens. It showcases four learning portals focuses on four stakeholder groups: 1) COPS grantees, 2) law enforcement practitioners, 3) community members and 4) the community policing professionals. All four portals have been enhanced with the inclusion of several online community policing courses. Another showcased feature is a new community policing curriculum development tool, which is housed under the COPS Grantee Portal site. This web-based tool, which is designed specifically for COPS grantees that are funded to develop training on behalf of the COPS Office, requires these grantees to standardize the way in which training is developed, approved and delivered. This tool further enhances future COPS training initiatives to ensure training is of the highest quality.

In FY 2013 new online courses were established for the COPS Learning Portal. The community members' portal features a new course designed to help citizens understand the vital role they play in community policing, their impact and how they can partner with law enforcement to make their communities safe from the threat of methamphetamine labs. In addition to new courses, the Portal now hosts the new COPS Training and Technical Assistance Reporting Tool. Through the Portal, the COPS Office collects all data for its training and technical assistance events. COPS training partners will be required to submit their data quarterly to ensure that training goals and objectives are being met and to determine the number of people trained on COPS curricula in real time.

In FY 2014, the Portal will develop a secure online community group and message boards for COPS Hiring grantees with a specific focus on homicide, school safety or gun violence. The

goal is to share best practices and resources to replicate innovative strategies that will address these issues in their communities.

New courses will also be developed in FY 2014. This will include courses for the community members portal that focus on specific issues such as: Gangs, Partnership Building, Youth Violence, Suspicious Activity Reporting and Problem Solving. The portal for law enforcement practitioners will feature new online courses in Domestic Violence, Conflict Management, and Cultural Diversity, and other related community policing topics of interest.

In FY 2015, the Portal will continue to offer new courses for all four learning portals that will showcase community policing best practices. These courses will be developed by converting current community policing publications and classroom based curricula into a web-based format.

There are currently a number of developments in progress that will enhance the Community Policing Learning Portal. The overall design of the Portal will be modernized to upgrade the user interface and improve course navigation capabilities. The resource pages will be overhauled to introduce a more user friendly appearance. The new and improved Portal site will be launched on May 1, 2014.

Not only will the COPS Office be able to increase the knowledge of police organizations and their personnel and support staff, but also, with the power of the Internet, the Office will bring these resources to their communities and local governments. In addition, the COPS Office will be able to disseminate best practices, concepts and techniques to law enforcement agencies and communities across the United States. This in turn will invigorate the field of community policing by enabling practitioners to share and enhance best practices for eliminating or reducing specific crime and disorder problems.

COPS Customer Service

The COPS Office continues to promote and apply sound customer service in various business areas. For example,

- **Response Center:** The COPS Office's Response Center is the initial customer contact point for general information about the COPS Office, customer support for management of grant and cooperative agreement awards, and the mechanism for distribution of hard copy community policing publications. The Response Center also maintains the publication distribution warehouse, where COPS publications are stored. The distribution warehouse ships thousands of publications a year to individuals and agencies across the country. The Response Center is available during normal business hours through a toll-free number. The Response Center provides direct access to information regarding grants and funding opportunities, financial information and assistance, and application procedures from the COPS Office. The Response Center also provides grantees with assistance with access to on-line applications and referrals to appropriate COPS staff for assistance with progress report functions, accessing grant funds, and other grant-related issues. In FY 2013, the Response Center answered 18,944 telephone calls, responded to 4559 emails, and shipped 84,647 publications.
- **Application and Award Process:** The COPS Office makes annual improvements to the

COPS Application System to ensure ease of use and clear guidance on submitting grant applications.

- Grant Maintenance and Monitoring Impact: COPS Office staff provides on-going assistance to grantees regarding award requirements and addressing compliance issues. Additionally, most COPS grantees are able to successfully complete their financial and progress reporting requirements online.
- Progress Reporting Assistance: The COPS Office's Progress Report team serves as the primary contact for and provides technical assistance to grantees regarding completion of their online progress reports. To ensure compliance with COPS grant reporting requirements, the team makes reminder and delinquency calls at set intervals throughout the reporting period to grantees that have not submitted their progress reports. At the end of the reporting period the team reviews the submissions and follows up with the grantee and/or the COPS Office point of contact to resolve any identified issues.
- COPS Outreach and Reporting Integration (CORI): The ability of the COPS Office to ensure accurate and timely grantee financial and programmatic reporting on active grants has been greatly enhanced by our COPS Outreach and Reporting Integration (CORI) Web Application. The CORI system is a grantee outreach tool that supports hiring and outlay reporting requirements to the Office of Management and Budget (OMB) and provides enhanced customer service to grantees to ensure proper reporting and expensing of grant funds. CORI combines programmatic and financial grant data to predict grantee actions and project expected grant expenditures. The system applies specified parameters to the financial and programmatic data reported by grantees to categorize any potential discrepancy into one of eight common case issues. CORI's predictions and data analysis allow the COPS staff to focus on those grants which have potential issues, thus cutting down significantly on research time. CORI then assigns the case to a specific user, allowing for customized outreach to grantees and timely resolution of issues. CORI also solicits and collects data from staff members to provide a historical profile of grantee issues and service enabling identification of trends across the grant population and tracking common grantee issues for specific grantee communication and training.

3. Challenges

Full program cost accounting presents the challenge of incorporating overhead costs associated with overseeing grant awards from funding appropriated in previous fiscal years. In most instances, COPS grant awards made prior to FY 2012 extended up to five years or more and require consistent monitoring and oversight. For example, in FY 2015 the COPS Office will still be incurring overhead costs associated with maintaining, monitoring, and closing out the grants awarded in FY 2012 and FY 2013 that will be in the second and third years of the grant lifecycle. To address this challenge, in FY 2013 the COPS Office implemented a new policy which trims the grant extension period from five years to two years, with approval beyond two years allowable for extraordinary circumstances.

The COPS Office also reports quarterly on the number of sworn officer jobs created and preserved through the American Recovery and Reinvestment Act (ARRA) 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.

In FY 2011, the Department commissioned a Grantmakers' Workforce and Workload Analysis to establish a consistent process for understanding the drivers of the workload and management and administration resource needs of the DOJ grant-making components—the COPS Office, the Office on Violence Against Women (OVW) and the Office of Justice Programs (OJP). The end-product was a workforce planning model and methodology to estimate future resources needs that takes into account the management of the entire portfolio of active grants and other important COPS Office activities, including management of our knowledge resources and other mission-critical activities unrelated to COPS grant funding. This includes appropriations for the current year *and* multi-year grants funded in previous years that still require monitoring and oversight. This tool is utilized with other management processes and tools and supports an objective approach to inform management and administration needs. During FY 2012, COPS, OVW and OJP provided a report to the Congress on the workforce and workload analysis. In FY 2012, the Government Accountability Office completed an assessment of the workload tool and provided recommendations for ensuring the tool meets best practices. In keeping with the GAO's recommendations, in FY 2013 the COPS Office began to prepare a User's Manual on the Workload Analysis and the methodology behind the data collection process. The User's Manual is anticipated to be completed during the 4th quarter of FY 2014. In December, the COPS Office met with OJP, OVW and the Learning and Workforce Development Planning Specialist for JMD, the purpose of which was to discuss our respective models, and a copy of the DOJ Workforce Planning Guide was subsequently sent to the three components. The COPS Office continues to partner with OJP and OVW and anticipates future meetings to share best practices on our respective models.

4. Full Program Costs

All COPS programs are 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 2014, 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.

The management and administration costs associated with managing these programs and other mission-critical, non-grant related activities are also 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 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.

5. Performance Challenges

Internal Challenges

Management and administration resources remain critical to the COPS Office's role in helping state, local, and tribal law enforcement work to advance public safety in light of new challenges posed by the current economy. The COPS Office assists the law enforcement community through three specific activities: convening, responding, and funding. As a convening agency,

we call together the brightest minds in the profession, address emerging and critical issues, and send a powerful message to the field that we are engaged in building relationships and solving problems. As a responding agency, we continue to build on our history as the place the law enforcement profession turns to for the highest quality and practitioner-oriented training, technical assistance, and publications available on public safety issues and problems.

As a funding agency, we support the work of law enforcement in their communities through direct grants to state, local, and tribal law enforcement agencies. By the end of FY 2015, COPS estimates managing over 3,000 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 three-year period, requiring ongoing maintenance and monitoring during the entire life of the grant. We also face the challenge of ensuring that management and administration funds made available to our office reflect our resource needs to support not only our current year's appropriation for grant programs, but also our responsibility to the American taxpayer for the programmatic and financial oversight of grants awarded in prior years, and our convening and responding activities.

The COPS Office also uses management and administration resources to support research and evaluation activities conducted by COPS Office staff. Many of these activities result in deliverables produced through the COPS Office independent of grant funding. In FY 2012, the COPS Office produced a report on *The Relationship Between Economic Conditions, Policing and Crime Trends*¹. This report was produced as a companion to the 2011 COPS Office report on *The Impact of the Economic Downturn on American Police Agencies*, and further explores how community policing principles will help agencies adapt to changing budgets without endangering public safety. Also in FY 2012, the COPS Office produced a book entitled *American Policing in 2022: Essays on the Future of a Profession*². This book has been highlighted in numerous speeches and was featured at the 2012 IACP Conference and in multiple publications. The evaluation outcomes discussed in the reports validate why the COPS Office promotes adoption of community policing practices by the law enforcement field, as these reports have demonstrated that community policing practices are effective.

In FY 2012, the COPS Office also leveraged staff salaries and expenses to respond to the emerging needs of law enforcement agencies. For example, COPS staff helped establish the Officer Safety and Wellness Working Group (OSW) through an inter-Departmental partnership. Addressing the important issue of law enforcement officers' safety in the field, the OSW convenes experts in criminal justice and the field in order to acquire, analyze, and disseminate information and insights that can help guide the Department's national efforts to support state, local and tribal law enforcement. The Attorney General has recognized this initiative for providing training programs and information-sharing platforms to identify dangerous suspects prior to making contact and inform key policies and practices in order to keep officers in the Nation's communities safe.

COPS performance measures focus on COPS Office outcomes in meeting its mission to advance public safety through community policing and place an additional emphasis on the COPS Office's outcomes related to providing knowledge resource products (training/technical assistance and publications) to state, local, and tribal law enforcement. The challenge for the

¹ Report can be found at: <http://ric-zai-inc.com/ric.php?page=detail&id=COPS-W0669>

² Book can be found at: <http://ric-zai-inc.com/ric.php?page=detail&id=COPS-P235>

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 evidence-based knowledge resources while continuing to provide excellent customer service to grantees; and awarding, maintaining, and closing out grants. Throughout the process, the COPS Office will continue to pursue evidence-based grant-making practices and promote public adoption of effective, outcome-based community policing practices. For example, the COPS Office is invested in the White House initiative Strong Cities Strong Communities (SC2), where it provides technical assistance to the Chester, Pennsylvania police department on issues such as crime analysis, faith-based partners, and community-based government problem-solving. The COPS Office also collaborates with the DOJ's Office of Justice Programs on the National Forum on Youth Violence Prevention that was established by the Obama Administration, by planning, coordinating and presenting workshops at Forum meetings to build comprehensive local and national solutions to youth and gang violence. Ensuring the appropriate balance of all mission-critical priorities will require the COPS 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 for safer communities.

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. The Office continues its pursuit of reducing the Department's environmental impact through its involvement in various *Green* initiatives. The COPS Office is a part of the 2CON-Constitution Square office building and occupies space with other DOJ components.

2CON is a LEED Platinum certified Green Building. In addition to the paper and standard recycling products program, which COPS Office's facilities staff actively encourage, we have water saver restrooms and water faucets. The building exhibits a design that has efficient electrical fixtures that utilize motion sensors and maximize natural light. This reduces the energy that is used for light. The building also utilizes a Greywater recycling system, thus reducing water usage. A green roof reduces the energy utilized for heat and air conditioning.

II. Summary of Program Changes

Item Name	Description				Page
		Pos.	FTE	Dollars (\$000)	
	COPS Hiring Program	0	0	67,000	45
	COPS Indian Country	0	0	3,500	47
	COPS Methamphetamine	0	0	(3,000)	49
	COPS Anti-Methamphetamine	0	0	(7,500)	50

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'), *as amended*; and the Violence Against Women and Department of Justice Reauthorization Act of 2005 (Public Law 109-162) ('the 2005 Act'), [\$214,000,000] \$274,000,000, to remain available until expended: Provided, That any balances made available through prior year deobligations shall only be available in accordance with section 505 of this Act: Provided, That, in addition to any amounts that are otherwise available (or authorized to be made available) for training and technical assistance, up to 5 percent of funds made available to the Office of Community Oriented Policing Services for grants may be used for such purposes: Provided further, That, in addition to any amounts that are otherwise available (or authorized to be made available) for research, evaluation or statistical purposes, up to 3 percent of funds made available to the Office of Community Oriented Policing Services for grants may be used for such purposes.

Provided further, That of the amount provided under this heading—

- (1) [\$10,000,000] \$7,000,000 is for anti-methamphetamine-related activities, which shall be available to reimburse the Drug Enforcement Administration upon enactment of this Act;
- (2) [\$16,500,000] \$20,000,000 is for improving tribal law enforcement, including hiring, equipment, training, and anti-methamphetamine activities; and
- (3) [\$180,000,000] \$247,000,000 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 subsection 1701(g) of the 1968 Act (42 U.S.C. 3796dd(g)), the Federal share of the costs of a project funded by such grants may not exceed 75 percent unless the Director of the Office of Community Oriented Policing Services waives, wholly or in part, the requirement of a non-Federal contribution to the costs of a project: Provided further, That, notwithstanding section 1704(c) of such title (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 in addition to the purposes set out in subsection 1701(b)(1) and (2) of the 1968 Act (42 U.S.C. 3796dd(b)(1) and (2)), grants made with funds provided in this paragraph may be used for the hiring of non-sworn law enforcement personnel in amounts not to exceed \$50,000,000: Provided further, That within the amounts appropriated under this paragraph, [\$16,500,000] \$15,000,000 shall be transferred to the Tribal Resources Grant Program: Provided further, That of the amounts appropriated under this paragraph, [\$7,500,000] \$15,000,000 is for community policing development activities in furtherance of the purposes in section 1701: Provided

further, That within the amounts appropriated under this paragraph, [\$5,000,000] \$10,000,000 is for the collaborative reform model of technical assistance in furtherance of the purposes in section 1701[; and]

[(4) \$7,500,000 is for competitive grants to State law enforcement agencies in States with high seizures of precursor chemicals, finished methamphetamine, laboratories, and laboratory dump seizures: Provided, That funds appropriated under this paragraph shall be utilized for investigative purposes to locate or investigate illicit activities, including precursor diversion, laboratories, or methamphetamine traffickers].

(CANCELLATION)

Of the unobligated balances from prior year appropriations available under this heading, \$26,000,000 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.

Analysis of Appropriations Language

Addition: as amended

Provides more accurate citation for statutory authority for COPS activities, as amended.

Addition: Provided, That, in addition to any amounts that are otherwise available (or authorized to be made available) for training and technical assistance, up to 5 percent of funds made available to the Office of Community Oriented Policing Services for grants may be used for such purposes.

Provides authority to use up to 5 percent of program funding for training and technical assistance, in addition to any other funding appropriated or available for these purposes.

Addition: Provided further, That, in addition to any amounts that are otherwise available (or authorized to be made available) for research, evaluation or statistical purposes, up to 3 percent of funds made available to the Office of Community Oriented Policing Services for grants may be used for such purposes.

Provides authority to use up to 3 percent of program funding for research, evaluation or statistical purposes, in addition to any other funding appropriated or available for these purposes.

Addition: 1701(g).

Provides more specific citation to statutory authority.

Addition: 42 U.S.C. 3796dd(g).

Provides more specific citation to statutory authority.

Addition: Provided further, That in addition to the purposes set out in subsection 1701(b)(1) and (2) of the 1968 Act (42 U.S.C. 3796dd(b)(1) and (2)), grants made with funds provided in this paragraph may be used for the hiring of non-sworn law enforcement personnel in amounts not to exceed \$50,000,000.

Allows up to \$50,000,000 of hiring funds to be used to hire non-sworn law enforcement personnel.

Addition: under this paragraph.

Provides consistency with set-aside/carve-out language for community policing development activities and collaborative reform model of technical assistance.

Deletion: \$7,500,000 is for competitive grants to State law enforcement agencies in States with high seizures of precursor chemicals, finished methamphetamine, laboratories, and laboratory dump seizures: Provided, That funds appropriated under this paragraph shall be utilized for investigative purposes to locate or investigate illicit activities, including precursor diversion, laboratories, or methamphetamine traffickers

Removes funding for the FY14 COPS-administered Anti-Methamphetamine Program.

Addition: Of the unobligated balances from prior year appropriations available under this heading, \$26,000,000 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.

Includes a rescission of \$26,000,000.

IV. Program Activity Justification

A. Community Oriented Policing

<i>Community Oriented Policing</i>	Direct Pos.	Estimate FTE	Amount
2013 Enacted with Rescissions and Sequestration	188	118	197,530,000
2014 Enacted	188	118	214,000,000
Adjustments to Base and Technical Adjustments	0	10	0
2015 Current Services	188	118	214,000,000
2015 Program Increases	0	0	70,500,000
2015 Program Offsets	0	0	(10,500,000)
2015 Request	188	118	274,000,000
Total Change 2014-2015	0	0	60,000,000

<i>Community Oriented Policing</i>	Direct Pos.	Estimate FTE	Amount
COPS MANAGEMENT AND ADMINISTRATION:			
2013 Enacted with Rescissions and Sequestration	188	118	35,975,000
2014 Enacted	188	118	37,374,000
Adjustments to Base and Technical Adjustments	0	0	0
2015 Current Services	188	118	37,374,000
2015 Program Increases	0	0	0
2015 Program Offsets	0	0	0
2015 Request	188	118	37,374,000
Total Change 2014-2015	0	10	0

<i>Community Oriented Policing- Information Technology Breakout (of Decision Unit Total)</i>	Perm. Pos.	FTE	Amount
2013 Enacted with Sequester	4	4	6,735,400
2013 Prior Year Balance Rescissions	0	0	0
2013 Enacted w/Balance Rescissions and Sequester	4	4	6,735,400
2014 Current Rate with 2013 Sequester	4	4	6,735,400
Adjustments to Base and Technical Adjustments	1	1	312,570
2015 Current Services	5	5	7,047,970
2015 Program Increases	0	0	0
2015 Program Offsets	0	0	0
2015 Request	5	5	7,047,970
Total Change 2014-2015	1	1	312,570

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, and 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 officer positions, training and technical assistance, equipment, and technology, 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 since the Office's inception, a primary program activity of the COPS Office. The COPS Office proposes to support state, local, and tribal law enforcement in FY 2015 primarily through the awarding of grants under the COPS Hiring and Indian Country 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.

Two decades ago, as crime was soaring, law enforcement officers were rushing from incident to incident. Today, approximately 20 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.

Since 1995, COPS has funded the addition of over 125,000 community policing officers and awarded over \$8.5 billion in funding. 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. 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 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, the COPS Office received an unprecedented demand for hiring funds totaling over \$8 billion. CHRP funded an additional 4,699 community policing officers in 1,046 agencies.

In FY 2010, the COPS Office funded a total of 1,395 additional officer positions through remaining funds from the FY 2009 CHRP (a two year appropriation) and the FY 2010 appropriation for the COPS Hiring Program (CHP). In FY 2011, the COPS Office invested \$243 million to continue the COPS Hiring Program (CHP) activities by funding 1,021 community policing officers in 238 agencies.

The demand from state, local and tribal governments for COPS hiring funds remains extremely high, especially with state and local budgets being tightened. As previously mentioned, the demand for funding under CHRP in FY 2009 was unprecedented, as the COPS Office received over 7,200 applications requesting over \$8 billion in federal funding. In FY 2010, COPS received 4,423 applications requesting over \$2 billion in federal funding. The FY 2011 demand for CHP was similar to the prior year demand in terms of total funding requested; over \$2 billion was requested in 2,712 applications.

In FY 2012, the COPS Office funded 828 officer positions in 221 agencies with approximately \$111 million. To manage the demand in light of limited funding, the FY 2012 solicitations were made available only to agencies that applied in FY 2011 that did not receive funding or were partially funded. The COPS Office received applications from 1,718 agencies requesting funding for a total of 4,427 positions at an estimated cost of \$947 million. A commitment to hire military veterans who served on active duty on or after September 11, 2001 was a requirement of the FY 2012 CHP solicitation for agencies requesting new hires in FY 2012. Funding was proportionately taken from CHP for COPS management and administration activities.

In FY 2013, the COPS Office funded 937 additional officer positions in 263 agencies with approximately \$125 million through an open solicitation. The 2013 CHP solicitation included preferences for agencies for: 1) hiring school resource officers (SROs), 2) hiring post-9/11 veterans as officers and/or 3) addressing Homicide/Gun Violence problem areas. In FY 2013, 144 agencies received funding for a total of 370 SRO positions. As in FY 2012, a military veteran preference was included, resulting in 152 agencies received funding to hire or rehire at least one military veteran using CHP funding, for a total of 336 veterans. Grantees that selected "Homicide" or "Gun Violence" as a problem area in their FY 2013 CHP application are required to continue to address their problem area throughout the life of the grant. The 48 agencies that made this selection and received funding will hire 319 officers to address these problems. Funding was proportionately taken from the FY 2013 COPS Hiring Program for COPS management and administration activities.

The FY 2014 Enacted Budget includes \$180 million for the COPS Hiring Program. Of this amount, \$16.5 million is for a transfer to the Indian Country Program to be used for hiring of law enforcement officers, training, equipment and anti-methamphetamine activities in tribal communities. The Department recognizes the serious needs facing tribal governments and believes that a dedicated funding stream for the hiring of tribal officers will help bridge the serious gap between those needs and the resources available. Additionally, \$7.5 million is designated for training and technical assistance to the law enforcement community and will be administered through the COPS Community Policing Development (CPD) Initiative, and \$5 million is designated for technical assistance through the COPS Office Collaborative Reform Model of Technical Assistance. Funding will be proportionately taken from CHP for COPS management and administration activities.

In FY 2015, the COPS Office proposes a funding level of \$247 million for CHP. Of this amount, \$207 million will be available for CHP after the transfers to the Indian Country Program, CPD Initiative activities, and the Collaborative Reform Model of Technical Assistance. Additional funding will be proportionately taken from CHP for COPS management and administration activities; the allowance for up to five percent of the total FY 2015 discretionary budget to be used for technical assistance to grantees; and the allowance for up to three percent of the total FY 2015 discretionary budget to be used for research, evaluation or statistical purposes.

The COPS Office requests that CHP funding be used for the hiring of both sworn and non-sworn personnel. Of the amount available for CHP, up to \$50 million 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 number of non-sworn law enforcement personnel funded under this grant should result in an equivalent increase in the number of sworn career law enforcement officers redeployed into community policing. 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. We propose maintaining the 25 percent local match requirement and the \$125,000 salary cap per officer that have been applicable since FY 2012.

In FY 2015, the COPS Office proposes that management and administration (M&A) funds be provided as a carve-out of program funds, which is consistent with the approach taken since FY 2012. M&A funding provides the resources to effectively and efficiently administer new grants and community policing activities; to maintain and monitor active grants awarded in prior fiscal years; and to remain compliant with legislative requirements and Administration directives. Management and administration resources also support mission-critical, non-grant related activities, such as research and evaluation, which produced the FY 2011 COPS Office report *The Impact of the Economic Downturn on American Police Agencies*, the 2012 COPS Office book *American Policing in 2022: Essays on the Future of a Profession*, and training and technical assistance activities.

Impact of COPS Hiring Awards:

Miami-Dade County, FL: Miami-Dade County received a COPS hiring grant in 2013 to hire 15 new officers for community policing units in targeted communities to reduce gun violence. Community policing officers and other district personnel conduct data-driven, problem-led,

place-based policing activities using a crime-based plan and an understanding of the ways that violence concentrates in the targeted communities.

Strategies include foot patrols (evidence-based) for police presence in the community, along with use of the marked Mobile Operations Command vehicle for high police presence and community outreach, as well as police/citizen interaction opportunities. Evidence-based Hot Spot Policing is also used, including collaboration with social service agencies to increase situational prevention strategies involving environmental adaptations for quality of life concerns (broken lights, abandoned houses, graffiti, etc.), which encourage criminal activity and are detrimental to community public health, safety, and welfare. Evidence-based intelligence-led policing strategies are used to target criminal investigations involving gun violence, including gang activity. Community policing officers conduct target-hardening strategies for community revitalization using home and business security surveys, civil citations, and community cleanups, and collaborate with community partners as appropriate.

An important community resource is the Citizens Advisory Committee (CAC), an evidence-based community policing strategy, sponsored by the MDPD and vitally important to reducing gun violence. The CAC is a cross-sector of the community including residents, school representatives, businesses, faith organizations, and county agencies (parks, code enforcement, public housing, social services, and libraries). Through regular meetings with open communication and exchanges of information, the CAC supports strong citizen/police collaboration as one of the most important community policing strategies to develop community-based, meaningful, and long-term solutions to reduce gun violence.

Alameda County, CA: In the past two years, the Alameda County Sheriff's Office has received two grants from the COPS Office. These grants have provided the Sheriff's Office with funding for a total of 23 deputy sheriffs. Of these, fifteen are presently assigned to our Patrol Substation performing work as School Resource Officers, Community Problem Solving Officers, Task Force Officers, and members of our Youth and Family Services Bureau. These deputies are not only providing invaluable service to our community, but are also assisting in our on-going efforts to integrate community policing principles into every aspect of our operation. Additionally, eight deputies are assigned to a special enforcement unit which provides law enforcement and community based policing services throughout Alameda County in areas associated with mass transit. The funding for these positions allows our agency to provide services which would have been impossible without the assistance of the COPS Office.

Hartford, CT: The City of Hartford, CT has benefited from the COPS Hiring Program since 2009, filling a total of 55 police officer positions through more than \$9.7 million in funding. The Hartford Police Department (HPD) has been able to enhance its Community Policing Model and implement new strategies to reduce crime drastically, all while battling unusually high attrition rates arising from large recruit classes in the mid-nineties.

The additional personnel have allowed the HPD to initiate new programs that include a Shooting Task Force, a Project Longevity initiative, a Quality of Life Team, and business and faith-based community service officers. The community has also benefited from the HPD's ability to maintain staffing and service levels while implementing these initiatives.

Crime statistics have also continuously improved from 2009 to the present. 2013 data shows that Hartford has seen a 32% reduction in homicides, 40% reduction in shooting incidents and

victims, 37% reduction in auto theft, and 3% to 17% reductions in all other part one crime categories since 2009. Despite losing 21 officers since July of 2013, Hartford still achieved an over 7% reduction in overall part one crime in 2013. As crime statistics go down, so do arrest numbers. Partnering with Hartford Public Schools, arrests of juveniles went down 20%, significantly reducing the pipeline from schools to prisons.

All of these programs and successes have been made possible through the officers that serve Hartford, many of which were hired with COPS grant funding.

Camden Co., NJ: Since acquiring a \$2.2 million COPS Hiring Program grant in September 2013, we have augmented our staffing and increased our street presence in our newly formed Camden County Police Department. This assistance has enabled us to strengthen our community policing efforts and significantly increase our foot patrol efforts after a record year in crime that was most attributable to the significant reduction of police staffing from layoffs. After the constitution of the Camden County Police Department on May 1, 2013, we have worked vigorously to reach our goal to hire 400+ police officers, and with the assistance of the COPS hiring grant, this objective will be met by June 2014.

In addition, we have partnered with Rutgers University for leveraging community support with investigative task forces to effectively target the city's most violent criminals. Thus far, the total support from our COPS grants have contributed to the recovery of 105 firearms, the reduction of violent crime by 32%, and an increased dialogue with community groups who help shape responses to public safety issues. A recent polling of city residents cited a 65% approval rating of the Camden County Police Department's efforts and interaction with the public on the streets.

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 \$400 million has been invested in the COPS Indian Country Program since the program's inception. This is in addition to funding to tribes provided under COPS' non-tribal specific programs. Through the COPS Indian Country Program, more than 280 tribal law enforcement agencies nationwide have received COPS grants for equipment, technology, and training, and more than 920 officer positions have been funded.

The COPS Office continues to support the Administration's strong emphasis on meeting the public safety needs of the nation's tribal law enforcement community. Beyond direct funding for tribal law enforcement agencies, the COPS Office 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.

Since FY 2010, the COPS Office has awarded funding for tribes through the Department's Coordinated Tribal Assistance Solicitation (CTAS) process, and plans to continue this strategy through FY 2015. CTAS began in FY 2010 in response to a request from tribal leaders to improve the DOJ grant-making process by streamlining it among COPS, OJP and OVW. Through CTAS, the COPS Office is able to meet multiple public safety resource needs within tribal communities within a single grant application and hopes to increase the capacity of tribes to develop and implement a comprehensive approach to addressing their public safety, criminal and juvenile justice, and victimization issues. For example, the Office was able to provide officers, vehicles, equipment and training to a tribal law enforcement agency through a single award. This particular grantee plans to use this funding to decrease crime on the reservation, increase law enforcement response time, provide visibility and safer roadways, and increase community policing competency and knowledge within the tribal police force. The grantee's objective is to use the funding to strengthen partnerships in the community and initiate new community policing techniques for the overall benefit of the tribe.

The demand for grant funding under the COPS Indian Country Program continually exceeds the available funding. For example, the FY 2013 COPS Indian Country Program far exceeded the \$27 million available for awards, after a proportional amount was carved out for management and administration. The COPS Office received 145 applications requesting more than \$71 million in funding and was the number one requested CTAS Purpose Area. The Purpose Area is designed to expand the implementation of community policing and meet the most serious needs of law enforcement in tribal communities through a broadened and comprehensive program. The funding can be used to hire or re-hire sworn career law enforcement officers and Village Public Safety Officers as well as for basic equipment and training to assist in the initiation or enhancement of tribal community policing efforts.

In FY 2014, \$33 million is available for Indian Country (\$16.5 million directly appropriated under this program plus the \$16.5 million transfer from CHP for the same purposes). COPS anticipates that \$5 million will support COPS management and administration needs. Funding will be proportionately taken from the Indian Country Program for COPS management and administration activities.

In FY 2015, the COPS Office proposes a total of \$35 million for the Indian Country Program to support a myriad of needs including hiring, training and technical assistance, and anti-methamphetamine activities. This includes \$20 million in funds appropriated directly to the program, and a \$15 million transfer from CHP specifically for the hiring and rehiring of officers in tribal communities. Funding will be proportionately taken from the Indian Country Program for COPS management and administration activities; the allowance for up to five percent of the total FY 2015 discretionary budget to be used for technical assistance to grantees; and the allowance for up to three percent of the total FY 2015 discretionary budget to be used for research, evaluation or statistical purposes.

COPS Methamphetamine

COPS Methamphetamine funding assists 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 Drug Enforcement Administration (DEA) for meth lab clean-up activities.

In FY 2015, the COPS Office requests \$7 million to provide assistance through the DEA to help stem clandestine methamphetamine manufacture and its consequences.

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

COPS Office Technical Assistance Support Continuum:

The COPS Office, since the beginning of its mission to advance community policing, has always emphasized the importance of training and technical assistance to the field. While training provides foundational knowledge of the tenets of problem solving, community engagement, and organizational change, technical assistance allows agencies and the community to apply these concepts to their own unique crime and relationship issues. The following chart shows the evolution of how the COPS Office provides technical assistance support. At its most basic level, the COPS knowledge products provided in print and electronic format allow interested parties to self-select topics and solutions, often upon recommendations from COPS Office staff. A more targeted and in-depth approach to technical assistance is provided by specific grantees, charged by the COPS Office through cooperative agreements, to various agencies through on-site or targeted outreach. The most in-depth technical assistance is provided once an assessment is done and reports with recommendations are generated that are unique to that law enforcement agency. Using promising practices, information and advice, this level of technical assistance is designed to promote the organizational change necessary to achieve a high level of community policing implementation.

COPS OFFICE TECHNICAL ASSISTANCE (TA) SUPPORT CONTINUUM

			COPS OFFICE		CIVIL RIGHTS DIVISION		
			Assessment Models				
			Critical Incident Review	Collaborative Reform Model	Investigation with Technical Assistance	Investigation with Collaborative Agreement	Litigation
Description of Technical Assistance	Basic	Grantee Resources	<ul style="list-style-type: none"> • Collect and review real data for context on a specific incident or problem • Report on lessons learned or promising practices • Collect/review data on specific incident to collect lessons learned • Organizational change strategies in law enforcement in conjunction with communities 	<ul style="list-style-type: none"> • Collect and review real data to recommend organizational change strategies within a law enforcement agency • Use SMEs to inform practice and break patterns of individual or organizational behavior • Six or twelve month follow-up 	<ul style="list-style-type: none"> • Investigation with document and onsite review by SME experts and DOJ attorneys to determine nature and extent of problem • Solicit input from officers, community, and other stakeholders to inform findings • If no pattern or practice found, offer technical assistance 	<ul style="list-style-type: none"> • If investigation shows pattern or practice violation, work with agency to reach an agreement on remedial measures • Solicit input from officers, community, and other stakeholders to inform remedy • Agreement (usually Court-ordered) 	<ul style="list-style-type: none"> • Initiate legal action if necessary to obtain relief for violations • Seek Court enforcement of agreement when necessary
	<ul style="list-style-type: none"> • Printed TA materials available • Podcasts • Conference calls: <ul style="list-style-type: none"> • As grantee cohorts • With subject matter experts (SMEs) • COPS Staff outreach through: <ul style="list-style-type: none"> • Phone calls • Visits • COPS Response Center/ Resource Information Center 	<ul style="list-style-type: none"> • On-site technical assistance • Customized technical assistance • Limited in scope • Coordinated with other DOJ components 	<ul style="list-style-type: none"> • Collect and review real data for context on a specific incident or problem • Report on lessons learned or promising practices • Collect/review data on specific incident to collect lessons learned • Organizational change strategies in law enforcement in conjunction with communities 	<ul style="list-style-type: none"> • Collect and review real data to recommend organizational change strategies within a law enforcement agency • Use SMEs to inform practice and break patterns of individual or organizational behavior • Six or twelve month follow-up 	<ul style="list-style-type: none"> • Investigation with document and onsite review by SME experts and DOJ attorneys to determine nature and extent of problem • Solicit input from officers, community, and other stakeholders to inform findings • If no pattern or practice found, offer technical assistance 	<ul style="list-style-type: none"> • If investigation shows pattern or practice violation, work with agency to reach an agreement on remedial measures • Solicit input from officers, community, and other stakeholders to inform remedy • Agreement (usually Court-ordered) 	<ul style="list-style-type: none"> • Initiate legal action if necessary to obtain relief for violations • Seek Court enforcement of agreement when necessary
	Sample Audiences	Grantees Conference Attendees	New Orleans, LA CHP Grantees	Detroit, MI Tampa, FL <i>(completed 2011)</i>	Las Vegas, NV <i>(completed 2012)</i> Spokane, WA Philadelphia, PA	Lorain, Ohio	New Orleans, LA Seattle, WA East Haven, CT
Funding	CPD Solicitation Projects	CPD Solicitation Projects Targeted Awards	CPD Solicitation Projects Targeted Awards	Collaborative Reform Solicitation Projects			

COPS 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 two million knowledge products and trained more than 700,000 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.

Community Policing Development

COPS Community Policing Development (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 2013, the COPS Office used approximately \$8.5 million in CPD funding to support 41 grants and cooperative agreements, provide technical assistance and produce community policing publications. For 2013, the program funded projects related to a number of public safety topic areas, including Community Policing Enhancement, Ethics and Integrity, Child and Youth Safety, and Police Operations. In FY 2013, the COPS Office also used CPD funds to develop a model for SROs in schools, which will also include an updated SRO training program.

In FY 2014, the COPS Office proposes to continue use of the “Microgrant Program,” which consists of a small number of awards made directly to local law enforcement agencies to provide seed funding to implement and test innovative community policing strategies. In FY 2013, law enforcement agencies applied for grants up to \$50,000 to enhance or try new innovations of community policing at the local level. In FY 2014, law enforcement agencies will be able to apply for up to \$100,000. This initiative was developed because COPS staff noticed that approximately 10% of the overall CPD applications contained proposals from small agencies, in particular, that had applied for CPD grants in the past, but did not have the resources or support to develop their ideas fully or replicate them for use by other agencies. This new approach allowed these agencies to receive resources and try new ideas. The COPS Office has managed them as a group, created a supportive virtual community of practitioners, and provided technical assistance if they need it. The results will be published by the COPS Office so that other small agencies can learn from their experiences. These awards are required to include an evaluation component to test program effectiveness.

In FY 2014, \$7.5 million is available for training and technical assistance as a carve out from the COPS Hiring funding and will be administered through the CPD Initiative to provide resources in direct support of the Department’s objective (3.1) to “Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.” The \$7.5 million will be used in part 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. The COPS Office also plans to continue the development and distribution of knowledge resource

products that advance community policing strategies to address crime and disorder issues across the country. This training and technical assistance funding will also allow the COPS Office to continue to support critical community-based initiatives.

The COPS Office provides a unique service by focusing on the importance of the community perspective in state and local initiatives. Through the broad range of training and technical assistance provided through the CPD Initiative, the COPS Office has partnered with other DOJ and federal government entities doing place-based work in communities to enhance public safety. Through this partnership, the DOJ will develop a Community-Police Mediation program that can serve as a model for cities where the lack of public trust in a law enforcement agency exists. This program may have an impact on the capacity to reduce the rate of violent crime by demonstrating that there are alternate dispute resolution strategies that can be used to improve the relationship between the police and the communities they serve.

In addition to the community-based initiatives that training and technical assistance funding supports, the COPS Office also supports other critical DOJ law enforcement initiatives. For example, it supports the COPS Office's partnership with the Bureau of Justice Assistance (BJA) on the "Officer Safety and Wellness Working Group." This working group was created to address the alarming increase in the number of officers killed in the line of duty and is a critical initiative designed to create promising practices on preventing officer in the line of duty deaths. The working group is meeting with law enforcement stakeholders such as the International Association of Chiefs of Police and the National Sheriff's Association. The COPS Office also partners with the DOJ Community Relations Service on curriculum and outreach to communities in Puerto Rico and with the Civil Rights Division to identify agencies whose issues do not rise to the level of an investigation but could benefit from technical assistance.

In 2015, the COPS Office proposes to increase funding for CPD by \$7.5 million to \$15 million for training and technical assistance. This request also includes the provision for up to five (5) percent of all appropriated funding to be used for these activities, to be administered through the CPD Initiative. This amount would be above and beyond funding appropriated specifically for these purposes. Training and technical assistance 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; child and youth safety; and faith based programs.

The COPS Office strategically develops community policing development themes and outcomes to address the current, long-term and emerging needs of law enforcement and related stakeholders. The annual Community Policing Development themes and outcomes are based on emerging issues, departmental priorities, and needs of the field. These issues, priorities, and needs frequently change from year to year; however, the FY 2015 themes, and corresponding program statements and program outcomes, might potentially include:

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)

Program Statement - 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 (e.g., mortgage fraud, abandoned properties, and 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 the capacity of law enforcement agencies to help locate, arrest, and prosecute child sexual predators and exploiters, and enforce state sex offender registration laws.
- Increase the capacity of law enforcement agencies to improve coordination and partnerships in addressing and reducing child endangerment.
- Increase the capacity of law enforcement agencies to improve investigative efforts of sexual predators online 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 the practice of community policing globally.

Program Outcomes:

- Increase the level of awareness of United States law enforcement agencies regarding global innovative community policing best practices and lessons learned.
- Increase the 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 expertise and resources necessary to develop, execute and monitor a highly successful CPD Initiative focusing on these types of issue areas, determined by the Office's experience in working with state, local and tribal law enforcement to be the most pressing issues facing the field today.

Collaborative Reform Model of Technical Assistance

In FY 2015, the COPS Office intends to enhance the Collaborative Reform Model of Technical Assistance and requests \$10 million from the COPS Hiring Program for this purpose. This program will provide technical assistance to agencies on significant law enforcement-related issues. Using subject-matter experts, interviews, and direct observation, as well as conducting research and analysis, the COPS Office will assist law enforcement agencies with enhancing and improving their policies and procedures, their systems, their culture, and their relationships with the communities they serve. Where appropriate, the COPS Office will issue a series of recommendations, and be instrumental in assisting agencies with the implementation of those recommendations or finding the right resources to do so.

The COPS Office piloted this program as a grant under the FY 2011 CPD Initiative. It was through this pilot that the COPS Office began working with the Las Vegas Metropolitan Police Department (LVMPD) to provide an in-depth analysis of five years of officer-involved shootings. In October 2012, the COPS Office published a report summarizing the result of the initiative, entitled *Collaborative Reform Process: A Review of Officer Involved Shootings in the Las Vegas Metropolitan Police Department*. This report has been referenced and used by many other agencies beyond LVMPD to inform their own issues around these and similar topics. The recommendations have applicability beyond the individual agencies in which these reviews are conducted. LVMPD has made considerable progress in changing its policies, tactics and training through the COPS Collaborative Reform Model. In 2013, LVMPD successfully implemented 90% of the eighty recommendations identified by COPS. Six percent of the recommendations were not executed before the assessment period ended; however, LVMPD is making progress on those items. Three percent are not completed because the Department has not met all of the requirements, while one percent has not yet been assessed.

There has been a general trend toward the reduction of officer-involved shootings (OISs) in the LVMPD. In 2010, LVMPD experienced a record number of OISs; however, since using this form of technical assistance, the number of OISs declined from 25 in 2010 to only 13 in 2013. These statistics and collaboration with the COPS Office demonstrate LVMPD's commitment to reforming the agency and building trust with the community served. Due to the success of the Collaborative Reform Model of technical assistance to transform agencies, COPS initiated the Collaborative Reform Model in two additional sites in 2013: the Spokane (WA) and Philadelphia (PA) Police Departments.

The COPS Office looks forward to expanding the successes of this program to other police departments in FY 2015. Within the amount available for the Collaborative Reform Model of Technical Assistance, a proportionate amount of funding will be carved out for management and administration expenses; the allowance of up to five percent of appropriated funding to be used for additional technical assistance; and the allowance of up to three percent to support research, evaluation and statistics on evidence-based practices.

Impact of COPS Training and Technical Assistance:

Critical Response to Detroit, MI Police Department: Through the Critical Response Technical Assistance Program, the COPS Office convened a working group of law enforcement executives who had dealt with bankruptcy issues, mass layoffs, and other similar catastrophic resource reductions. This peer-to-peer advisory group will serve as a support mechanism to assist the Chief in identifying strategies and priorities to address the needed reforms, infrastructure changes, and operating procedures to be implemented.

In addition to the assistance that will be provided through the Critical Response cooperative agreement, the COPS Office incorporated Detroit as a site in two FY 2013 Community Policing Development awards:

- An award whose goal is to improve the knowledge and practices related to vacant property rehabilitation. The focus is to move beyond mere abatement to the creation of and support for a law enforcement role in community revitalization in partnership with city planners and community development organizations.
- An urban homicide reduction initiative that provides training and technical assistance to local law enforcement agencies in urban jurisdictions to build their capacity to prevent homicides and related events using a homicide review prevention model.

COPS will also provide an Instructor Development Training on Tactical Community Policing for Homeland Security in Detroit, Michigan. This course is designed for law enforcement trainers tasked with preparing local officers to effectively engage in homeland security activities in a thriving community policing environment. The goal of this Instructor Development Program is for participating trainers to take the comprehensive presentation materials back to their own agencies and teach the various components of the program in formats suitable to their agencies' needs.

Integrated School Resource Officer Safety Model and Training Curriculum: The Integrated School Resource Officer Safety Model and Training Curriculum project is designed to expand the knowledge base for school resource officers and those that select, hire, train, and manage them, setting a national standard for their role in school safety. The VTV Family Outreach Foundation will develop a multidisciplinary interactive school resource officer model toolkit and training curriculum that can be used during joint sessions with school administrators and mental health and other service professionals for K-12 schools. The model and training curriculum will increase the ability of law enforcement agencies, educators, school administrators, and necessary stakeholders (including mental health and other service providers, parents, and students) to work together under integrated and individually tailored school safety and security plans. This project will incorporate how the school resource officer's duties and functions intersect with all aspects of school safety, including physical security, emergency preparedness and crisis response, prevention and wellness promotion, overall school safety and climate, early identification and support for students at risk of harming themselves or others, mental health and service provision, and student, parent, and community engagement.

Police Foundations: Police Foundations are vehicles through which police departments and the private sector interact. There are a number of resources that the private sector has at its disposal that can be very useful for police departments. Foundation resources do not supplement local budgets, they augment them. These extra resources bring the means to police departments to do

experiments and try innovation in equipment, new investigative techniques, or specialized training. Through a CPD award, and a partnership with PERF and the Target Corporation, a project has been launched entitled the National Police Foundations Network to provide best practices, technical assistance, and written toolkits for both law enforcement and the private sector to work productively together to enhance the operations of law enforcement agencies.

Countering Violent Extremism (CVE): The COPS Office has funded four projects supporting the White House Strategic Implementation Plan on countering violent extremism (CVE). The IACP is convening experts and practitioners to develop a guidebook on the threats developed in the social media environment. The Vera Institute is teaching police departments how to engage Arab and Muslim communities. In an interview for the COPS Podcast Series featured on our website, Chief Ronald Haddad from Dearborn, MI discussed how community policing helps engage the at-risk youth community. By participating in civil rights organizations, the Chief listens to members' concerns and tries to build trust with the Yemen community. He also addresses intelligence needs through an all-crimes approach, making the community an equal partner in the solutions.

Racial Reconciliation and Enhanced Police Legitimacy: The National Network will produce a practical guide for law enforcement agencies seeking to promote racial reconciliation, community self-governance, and enhanced police legitimacy. The guidebook will help address the process of law enforcement-community engagement around incendiary issues, the challenges encountered, and the lessons learned. The final product will provide law enforcement and communities the tools to productively and more confidently engage in "truth-telling and reconciliation" to begin the healing process as communities create new ways to relate to law enforcement and together they set new expectations for behavior.

In addition, the COPS Office will be a partner, along with OJP, OVW, OJJDP, and CRS, in the new National Center for Building Community Trust and Justice. COPS' previous work in racial reconciliation, fair and impartial policing, and procedural justice will be integral to the launch of the Center, as we work to collect resources, develop next steps, and help provide technical assistance to the field.

Students Talking It Over with Police (STOP) Program: The Milwaukee PD Students Talking It Over with Police (STOP) was recently funded as a CPD Microgrant. It is designed to increase positive perception and decrease negative perception of the police among youths (relationship building); increase knowledge of police officer functions (especially knowledge related to field interviews and traffic stops) among youth; and increase knowledge of what to do when in contact with or stopped by the police. The project strategy includes rolling out STOP to the entire school district to train approximately 600 students.

Rebuilding Law Enforcement-Community Relationships in Violent Neighborhoods: The Camden County Police Department (CCPD), was recently awarded a CPD Microgrant. CCPD, in partnership with the Walter Rand Institute for Public Affairs at Rutgers University, will work to rebuild community-law enforcement relationships in high crime neighborhoods beset by violence. CCPD recently took over patrol of the city of Camden after its police department was disbanded due to fiscal distress. The goals of this project are to increase law enforcement legitimacy, improve the community member's perceptions of trust and safety, reduce the levels of violent crime, and improve clearance rates for violent crimes. The partnership will leverage data-driven strategies to target city resources to the communities, families, and individuals who

are most heavily victimized by gun-related violence and implement community policing and problem-solving practices as the core operational strategies.

1. Performance Tables

PERFORMANCE AND RESOURCES TABLE										
Strategic Goal 3: Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.										
Objective 3.1: Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.										
Decision Unit: Community Oriented Policing Services										
RESOURCES	Target		Actual		Projected		Changes		Requested (Total)	
	FY 2013		FY 2013		FY 2014		Current Services Adjustments and FY 2015 Program Changes		FY 2015 Request	
Workload										
Number of grants awarded and maintained	3,195		2,847		3,025		249		3,274	
Number of new awards made in FY	261		396		366		140		506	
Number of grants closed out in FY	700		1,260		188		69		257	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
	128	186,000	118	194,417	118	204,000	0	36,000	118	274,000

RESOURCES		Target		Actual		Projected		Changes		Requested (Total)	
TYPE/ STRATEGIC OBJECTIVE	PERFORMANCE	FY 2013		FY 2013		FY 2014		Current Services Adjustments and FY 2015 Program Changes		FY 2015 Request	
Program Activity	Supporting Law Enforcement by Advancing Community Policing Through Grant Resources	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
		86	163,789	106	181,872	113	194,818	(13)	24,460	1100	253,447
OUTCOME	COPS Office-related contribution to a 3% rate of change over 36 months in homicide violent crime rates through the implementation of a comprehensive community policing strategy within targeted COPS-funded cities compared to the crime rates of cities of similar size and demographics that have not received COPS funding	0.5		1.8		1.6		Discontinued in FY15		Discontinued in FY15	
OUTCOME	90% of COPS Hiring Program (CHP) grantees report they accomplished at least one of their stated project goal(s) for the problem type identified in their CHP application by the end of the grant period	New in FY15		New in FY15		New in FY15		90%		90%	
OUTPUT	Number of officers funded	8,776		8,979		9,962		1,217		11,179	
OUTPUT	Number of officers hired	7,479		7,104		8,492		978		9,470	
Program Activity	Advancing Community Policing Through Knowledge Resources	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
		42	22,211	12	12,545	5	9,182	13	11,540	18	20,553
OUTPUT	Number of COPS knowledge resource products distributed	2,200,000		1,132,047		224,000		0		224,000	
OUTPUT	Number of people trained	17,000		22,322		13,000		Discontinued in FY15		Discontinued in FY15	

Decision Unit: Office of Community Oriented Policing Services									
Performance Report and Performance Plan Targets		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013		FY 2014	FY 2015
		Actual	Actual	Actual	Actual	Target	Actual	Target	Target
OUTCOME	COPS Office-related contribution to a 3% rate of change over 36 months in homicide violent crime rates through the implementation of a comprehensive community policing strategy within targeted COPS-funded cities compared to the crime rates of cities of similar size and demographics that have not received COPS funding	New in FY13	New in FY13	New in FY13	New in FY13	0.5	1.8	1.6	Discontinued in FY15
OUTCOME	90% of COPS Hiring Program (CHP) grantees report they accomplished at least one of their stated project goal(s) for the problem type identified in their CHP application by the end of the grant period	New in FY15	New in FY15	New in FY15	New in FY15	0.5	New in NY15	New in FY15	0.9
OUTPUT	Number of officers funded	New in FY10	6,094	7,115	8,005	8,776	8,979	9,962	11,179
OUTPUT	Number of officers hired	New in FY10	4,169	5,305	5,930	7,479	7,104	8,492	9,470
OUTPUT	Number of COPS knowledge resource products distributed	1,519,675	2,170,926	2,170,926	1,970,576	2,200,000	1,132,047	224,000	224,000
OUTPUT	Number of people trained	19,574	13,506	10,975	8,675	17,000	22,322	13,000	13,000

Definition, Validation, Verifications, and Limitations:

COPS Office-related contribution to a 3% rate of change over 36 months in homicide violent crime rates through the implementation of a comprehensive community policing strategy within targeted COPS-funded cities compared to the crime rates of cities of similar size and demographics that have not received COPS funding. This measure will also include one indicator, the overall violent crime rate for the targeted hiring grantees. Note: The COPS Office agrees that results from the pilot measures will be generalizable to similar hiring grants targeted to specific local public safety problems.

90% of COPS Hiring Program (CHP) grantees report they accomplished at least one of their stated project goal(s) for the problem type identified in their CHP application by the end of the grant period. In their CHP application, grantees are required to select specific project goals regarding the public safety problems that they have committed to address with this funding. They are also required to identify specific data that they will use to measure those outcomes. In quarterly progress reports to the COPS Office, grantees will be asked to report on the extent to which they have accomplished these program outcomes. Grantees that select fully or partially accomplished will be included in this measure. In their CHP application, grantees are required to select specific project goals regarding the public safety problems that they have committed to address with this funding. They are also required to identify specific data that they will use to measure those outcomes. In quarterly progress reports to the COPS Office, grantees will be asked to report on the extent to which they have accomplished these program outcomes. Grantees that select fully or partially accomplished will be included in this measure.

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.

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.

2. Performance, Resources, and Strategies

The Community Oriented Policing Services decision unit significantly enhances the Department's ability to support **Strategic Goal/Objective (3.1):** Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

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 2015 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) COPS Office-related contribution to a 3 percent rate of change over 36 months in homicide violent crime rates through the implementation of a comprehensive community policing strategy within targeted COPS-funded cities compared to the crime rates of cities of similar size and demographics that have not received COPS funding. In FY 2015, the COPS Office proposes to replace the homicide violent crime rate measure with the following: 90% of COPS Hiring Program (CHP) grantees report they accomplished at least one of their stated project goal(s) for the problem type identified in their CHP application by the end of the grant period. 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. The current and proposed measures demonstrate the COPS Office's commitment to executing evidence-based grant-making and promoting public adoption of evidence-based community policing practices in the law enforcement field.

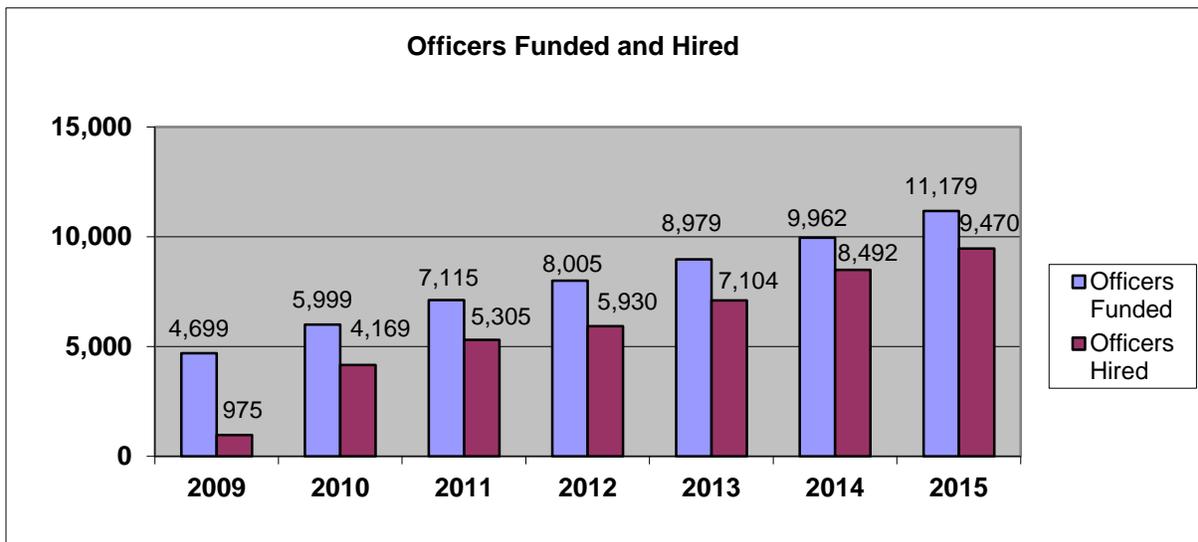
The COPS Office met its original goal of hiring 100,000 officers in 2007. The 2007 COPS Count Survey results indicated that 109,581 officers funded through the COPS hiring programs had been hired. From 1994 through 2008, COPS hiring grants funded over 124,600 officers in over 13,000 of the nation's 18,000 law enforcement jurisdictions.

The Administration's priority of funding additional law enforcement 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 CHRP. In FY 2010, the COPS Office funded 1,395 additional officer positions under CHP and CHRP. In FY 2011 and FY 2012, the COPS Office funded 1,021 and 890 positions, respectively. This includes 62 officer positions funded under the FY 2013 Indian Country Program. Thus, the total number of officers that the COPS Office funded in FY 2009 through FY 2012 was approximately 8,000.

In FY 2012, the COPS Office established a veteran requirement for CHP awards to support the hiring of new officers who are military veterans that served on or after September 11, 2001. Of

the 828 positions funded in FY 2012 under CHP, approximately 600 will be filled by military veterans. In FY 2013, the COPS Office maintained a commitment to veteran hiring, but changed the requirement to a preference. The 2013 solicitation also included preferences for school resource officers and homicide/gun violence community policing problems. In FY 2013, the COPS Office funded 955 officer positions, including 37 from the FY 2013 Indian Country Program. In FY 2014 and FY 2015, the COPS Office anticipates funding approximately 1,100 and 1,200 additional officer positions, respectively.

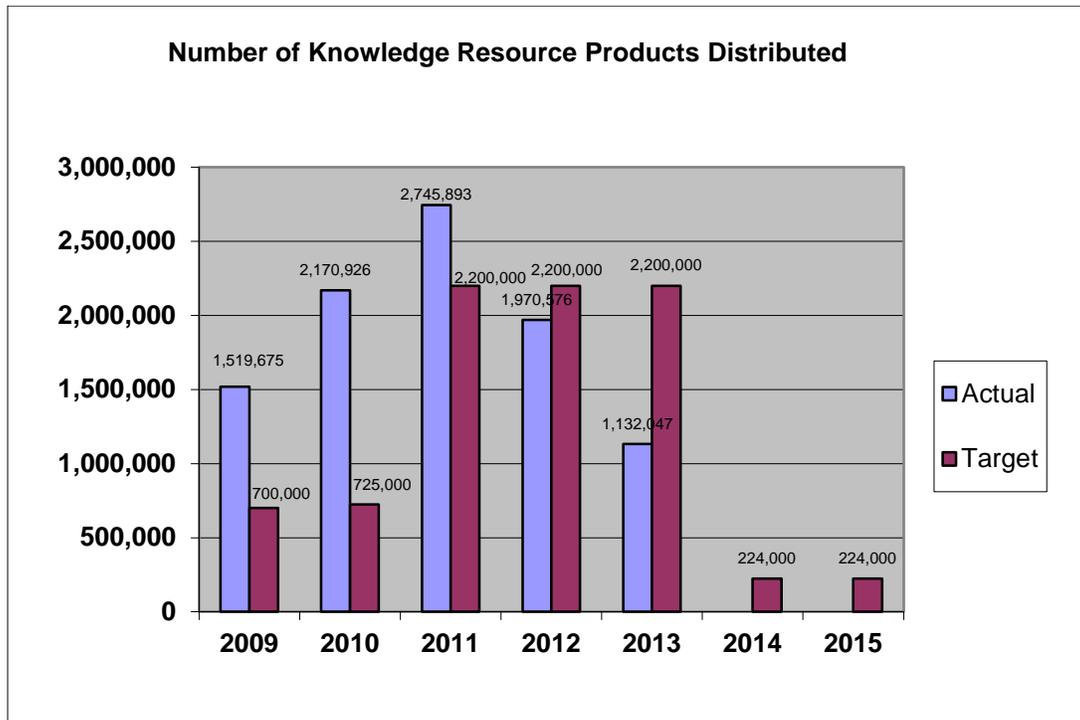
As of the latest progress reporting period (December 2013), approximately 6,900 of the officer positions funded have been filled. Of these filled positions, 5,226 are for new hires and 1,770 are for rehired positions. This will bring the total number of officer positions funded from FY 2009 to FY 2015 to approximately 11,300 officers. Of the 11,200 funded officer positions, the COPS Office estimates 9,500 will be hired by the end of FY 2015.



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

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

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 two million knowledge resource products.



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. In FY 2014, the COPS Office modified its performance target to reflect a technological change in how the office tracks and records frequency and volume of website activity. The change began in FY 2013, and is reflected in the lower than anticipated estimate of knowledge products distributed. This technological change reflects the Department's guidance to its components on website tracking tools.

In FY 2014, the first year results of a new performance measure introduced in FY 2013 will be available. This measure demonstrates the positive impact of COPS programs and activities on violent crime in targeted areas. More specifically, the outcome is anticipated to show a COPS Office contribution to a three percent rate of change over 36 months in homicide violent crime rates through the implementation of a comprehensive community policing strategy within targeted COPS-funded cities compared to the crime rates of cities of similar size and demographics that have not received COPS funding.

Annually, the law enforcement agencies selected to participate in this measure submit the results of the geographically targeted violent crime rate data. The data is compared to the respective cities' aggregate violent crime rate data, in order to determine the percent rate of change. The baseline was established in FY 2012 through the following data sources: FY 2011 COPS Hiring

Program grant application, estimated and officially reported Uniform Crime Rate data, and the COPS Merged Progress Report.

b. Strategies to Accomplish Outcomes

In FY 2014, the COPS Office plans to continue efforts to align grant and knowledge resources toward enhancing the public safety in the communities of grantees and knowledge resource recipients that are implementing 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. Priority Goals

N/A

V. Program Increases by Item

A. Item Name: COPS Hiring Program

Strategic Goal: 3. Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.

Strategic Objective: 3.1. Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs

Budget Decision Unit(s): Community Oriented Policing

Organizational Program: COPS Hiring Program

Component Ranking of Item: 1 of 2

Program Increase: Positions 0 FTE 0 Dollars 67,000,000

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 FY 2015 COPS Hiring Program includes a maximum award cap of \$125,000 and maintains a 25% local match requirement for all grantees. Within this amount, the COPS Office would provide \$15 million to support the hiring needs in Indian Country (\$1.5 million less than the FY 2014 enacted level). The FY 2015 request also includes \$15 million for community policing development activities (an increase of \$7.5 million over the FY 2014 enacted level); \$10 million for the COPS Collaborative Reform Model of Technical Assistance (a \$5 million increase over the FY 2014 enacted level); and an additional \$54.5 million for the COPS Hiring Program. This equates to a total increase of \$67 million above the FY 2015 current services level.

Of the amount available for CHP, \$50 million 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 number of non-sworn law enforcement personnel funded under this grant should result in an equivalent increase in the number of sworn career law enforcement officers redeployed into community policing.

Summary Justification

The demand from state, local and tribal governments for COPS hiring funds remains extremely high, especially with state and local budgets being tightened. 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. Since this time, the COPS Office has only been able to fund eight to 14 percent of total requests for CHP funding. To balance the workload with the high demand and limited funding, the COPS Office limited the 2012 applicant pool to agencies with unfunded or partially funded CHP applications from FY 2011. Even with this controlled applicant pool, the demand exceed available FY 2012 funding. The COPS Office received 1,411 CHP 2012 applications requesting over 3,700 officers for approximately \$526 million. The total funding available for grant awards was approximately \$111 million after carve outs to support COPS management and administration needs. In FY 2013, there was again large demand for the COPS Hiring Program with requests from agencies to fund 12,121 officers for \$2.9 billion, with the COPS Office only being able to provide funding for approximately 940 officers for \$125 million, or 7.8 percent of total requests.

The proposed FY 2015 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 by: 1) providing for additional financial resources for the hiring of sworn and non-sworn personnel, and 2) providing for funding to support the non-hiring needs of law enforcement agencies through additional funding for technical assistance.

Of the \$247 million available for CHP, \$15 million will be transferred to the Indian Country, \$15 million will be transferred to CPD Initiative activities and \$10 million will be transferred to the Collaborative Reform Model of Technical Assistance Program. In FY 2015, the Indian Country Program will support a myriad of needs including hiring, training and technical assistance and anti-methamphetamine activities. CPD funding serves to support grants and cooperative agreements, provide technical assistance, and produce community policing publications. The Collaborative Reform Model will provide technical assistance to agencies on significant law enforcement related issues to enhance and improve their policies, procedures, systems, and culture.

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.

Base Funding

FY 2013 Enacted w/ Resc. & Sequestration				FY 2014 Enacted				FY 2015 Current Services			
Pos	Agt/Atty	FTE	\$(000)	Pos	Agt/Atty	FTE	\$(000)	Pos	Agt/Atty	FTE	\$(000)
N/A	N/A	N/A	178,681	N/A	N/A	N/A	180,000	N/A	N/A	N/A	180,000

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	0	0	0	0	180,000	180,000
Increases	0	0	0	0	67,000	67,000
Grand Total	0	0	0	0	247,000	247,000

B. Item Name: COPS Indian Country

Strategic Goal: 3. Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.

Strategic Objective: 3.1. Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

Budget Decision Unit(s): Community Oriented Policing

Organizational Program: COPS Indian Country

Component Ranking of Item: 2 of 2

Program Increase: Positions 0 FTE 0 Dollars \$3,500,000

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 2015 at a level that restores funding to the FY 2013 Enacted Budget level.

Impact on Performance (Relationship of Increase to Strategic Goals)

The COPS Tribal Resources Grant Program 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. In addition to the FY 2015 funding request of \$20 million to restore TRGP to the FY 2013 Enacted Budget level of \$20 million, the COPS Office will allocate \$15 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 \$35 million in FY 2015 to meet the most pressing needs of tribal agencies. 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 2015.

Base Funding

FY 2013 Enacted w/ Resc. & Sequestration				FY 2014 Enacted				FY 2015 Current Services			
Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)
N/A	N/A	N/A	18,808	N/A	N/A	N/A	16,500	N/A	N/A	N/A	16,500

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	19,585	16,500
Increases	N/A	N/A	N/A	N/A	415	3,500
Grand Total	N/A	N/A	N/A	N/A	20,000	20,000

VI. Program Decreases by Item

A. Item Name: COPS Methamphetamine (DEA Administered)

Strategic Goal: 3. Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.

Strategic Objective: 3.1. Strategic Objective: 3.1. Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

Budget Decision Unit(s): Community Oriented Policing

Organizational Program: COPS Methamphetamine

Component Ranking of Item: 1 of 2

Program Decrease: Positions 0 FTE 0 Dollars \$3,000,000

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 Drug Enforcement Administration (DEA) for meth lab clean-up activities.

In FY 2015, the COPS Office requests \$7 million to provide assistance to help stem clandestine methamphetamine manufacture and its consequences.

Justification

This level of funding provides sufficient resources needed by the DEA to meet the demands of state and local government for funding to combat the spread of methamphetamine labs.

Impact on Performance (Relationship of Decrease to Strategic Goals)

FY 2015 grant awards made to state and local agencies for methamphetamine lab clean-up will continue to allow for direct assistance to communities throughout the United States to combat

this national problem. Additionally, by redirecting \$3 million of this funding, the Department will be able to increase resources toward supporting other mission critical initiatives.

Base Funding

FY 2013 Enacted w/ Resc. & Sequestration				FY 2014 Enacted				FY 2015 Current Services			
Pos	Agt/Atty	FTE	\$(000)	Pos	Agt/Atty	FTE	\$(000)	Pos	Agt/Atty	FTE	\$(000)
N/A	N/A	N/A	12,441	N/A	N/A	N/A	10,000	N/A	N/A	N/A	10,000

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	10,000	10,000
Decrease	N/A	N/A	N/A	N/A	(3,000)	(3,000)
Grand Total	N/A	N/A	N/A	N/A	7,000	7,000

B. Item Name: COPS Anti-Methamphetamine (COPS Administered)

Strategic Goal: 3. Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.

Strategic Objective: 3.1. Strategic Objective: 3.1. Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

Budget Decision Unit(s): Community Oriented Policing

Organizational Program: COPS Anti-Methamphetamine

Component Ranking of Item: 2 of 2

Program Decrease: Positions 0 FTE 0 Dollars \$7,500,000

Description of Item

The COPS Anti-Methamphetamine program was appropriated in FY 2014 to fund grants to law enforcement agencies in states with high seizures of precursor chemicals, finished methamphetamine, laboratories, and laboratory dump seizures. Grants must be utilized for

investigative purposes to locate or investigate illicit activities, including precursor diversion, laboratories, or methamphetamine traffickers.

In FY 2015, the COPS Office requests to eliminate this program.

Justification

Due to competing budgetary priorities, the Department of Justice requests to redirect funding from the COPS Anti-Methamphetamine program to support other mission critical initiatives. Additionally, funding for anti-methamphetamine activities will continue under the COPS Methamphetamine Program, which is administered through DEA, as well as through other Department of Justice components. The COPS Office will continue to support anti-methamphetamine efforts through our Indian Country Program to assist tribal law enforcement in this area and through our training and publications that serve as a resource to law enforcement agencies on this issue.

Impact on Performance (Relationship of Decrease to Strategic Goals)

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

Base Funding

FY 2013 Enacted w/ Resc. & Sequestration				FY 2014 Enacted				FY 2015 Current Services			
Pos	Agt/Atty	FTE	\$(000)	Pos	Agt/Atty	FTE	\$(000)	Pos	Agt/Atty	FTE	\$(000)
N/A	N/A	N/A	0,000	N/A	N/A	N/A	7,500	N/A	N/A	N/A	7,500

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

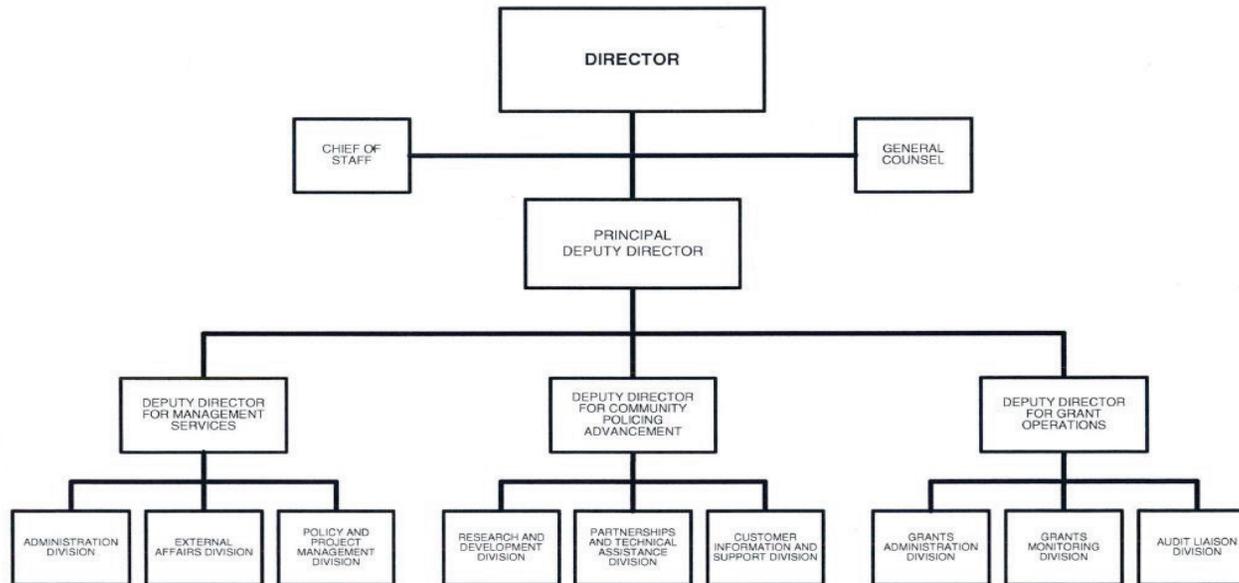
Not Applicable.

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	7,500	7,500
Decrease	N/A	N/A	N/A	N/A	(7,500)	(7,500)
Grand Total	N/A	N/A	N/A	N/A	0	0

A: Organizational Chart

OFFICE OF COMMUNITY ORIENTED POLICING SERVICES



Approved by:  Date: July 22, 2010
ERIC H. HOLDER, JR.
Attorney General

B. Summary of Requirements

Summary of Requirements
 Community Oriented Policing Services
 GRANT PROGRAMS
 (Dollars in Thousands)

	FY 2015 Request		
	Direct Positions	FTE	Amount
2013 Enacted	0	0	222,500
2013 Rescissions (1.877% & 0.2%)			-4,613
2013 Sequester			-8,157
2013 Balance Rescission			-12,200
Total 2013 Enacted (with Rescissions and Sequester)	0	0	197,530
2014 Enacted	0	0	214,000
2014 Balance Rescission	0	0	-26,000
Total 2014 Enacted (with Balance Rescission)	0	0	188,000
Technical Adjustments			
Restoration of FY14 Prior Year Balance Rescission	0	0	26,000
Total Technical Adjustments	0	0	26,000
2015 Current Services	0	0	214,000
Program Changes			
Increases:			
COPS Hiring Program	0	0	67,000
Indian Country	0	0	3,500
Subtotal, Increases	0	0	70,500
Offsets:			
COPS Methamphetamine (DEA Administered)	0	0	-3,000
COPS Anti-Methamphetamine	0	0	-7,500
Subtotal, Offsets	0	0	-10,500
Total Program Changes	0	0	60,000
2015 Total Request	0	0	274,000
2015 Balance Rescission			-26,000
2015 Total Request (with Balance Rescission)	0	0	248,000
2014 - 2015 Total Change	0	0	60,000

Note: The FTE for FY 2013 is actual and for FY 2014 and FY 2015 is estimated.

B. Summary of Requirements

Summary of Requirements
 Community Oriented Policing Services
 GRANT PROGRAMS
 (Dollars in Thousands)

Program Activity	2013 Enacted with Rescissions and Sequester			2014 Enacted (with Rescissions)			2015 Technical and Base Adjustments			2015 Current Services		
	Direct Pos.	Actual FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount
Community Oriented Policing	0	0	209,730	0	0	214,000	0	0	26,000	0	0	240,000
Total Direct	0	0	209,730	0	0	214,000	0	0	26,000	0	0	240,000
Balance Rescission			-12,200			-26,000			0			-26,000
Total Direct with Rescission			197,530			188,000			26,000			214,000
Reimbursable FTE		0			0			0			0	
Total Direct and Reimb. FTE		0			0			0			0	
Other FTE:												
LEAP		0			0			0			0	
Overtime		0			0			0			0	
Grand Total, FTE		0			0			0			0	

Program Activity	2015 Increases			2015 Offsets			2015 Request		
	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount
Community Oriented Policing	0	0	70,500	0	0	-10,500	0	0	274,000
Total Direct	0	0	70,500	0	0	-10,500	0	0	274,000
Balance Rescission			0			0			-26,000
Total Direct with Rescission			70,500			-10,500			274,000
Reimbursable FTE		0			0			0	
Total Direct and Reimb. FTE		0			0			0	
Other FTE:									
LEAP		0			0			0	
Overtime		0			0			0	
Grand Total, FTE		0			0			0	

C. Program Changes by Decision Unit

FY 2015 Program Changes by Decision Unit

Community Oriented Policing Services

GRANT PROGRAMS

(Dollars in Thousands)

Program Increases	Location of Description in Narrative	Community Oriented Policing Services				Total Increases			
		Direct Pos.	Agt./ Atty.	Est. FTE	Amount	Direct Pos.	Agt./ Atty.	Est. FTE	Amount
COPS Hiring Program		0	0	0	67,000	0	0	0	67,000
Indian Country		0	0	0	3,500	0	0	0	3,500
Total Program Increases		0	0	0	70,500	0	0	0	70,500

Program Offsets	Location of Description in Narrative	Community Oriented Policing Services				Total Offsets			
		Direct Pos.	Agt./ Atty.	Est. FTE	Amount	Direct Pos.	Agt./ Atty.	Est. FTE	Amount
COPS Methamphetamine (DEA Administered)		0	0	0	-3,000	0	0	0	-3,000
COPS Anit-Methamphetamine		0	0	0	-7,500	0	0	0	-7,500
Total Program Offsets		0	0	0	-10,500	0	0	0	-10,500

D. Resources by DOJ Strategic Goal and Strategic Objective

Resources by Department of Justice Strategic Goal/Objective
 Community Oriented Policing Services
 GRANT PROGRAMS
 (Dollars in Thousands)

Strategic Goal and Strategic Objective	2013 Enacted with Rescissions and Sequester		2014 Enacted		2015 Current Services		2015 Increases		2015 Offsets		2015 Total Request	
	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount
Goal 3 Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.												
3.1 Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs	0	209,730	0	214,000	0	214,000	0	70,500	0	-10,500	0	274,000
Subtotal, Goal 3	0	209,730	0	214,000	0	214,000	0	70,500	0	-10,500	0	274,000
TOTAL	0	209,730	0	214,000	0	214,000	0	70,500	0	-10,500	0	274,000

Note: Excludes Balance Rescission and/or Supplemental Appropriations.

E. Justification for Technical and Base Adjustments

Justifications for Technical and Base Adjustments

Community Oriented Policing Services

GRANT PROGRAMS

(Dollars in Thousands)

	Direct Pos.	Estimate FTE	Amount
Technical Adjustments			
1 <u>Restoration of FY14 Prior Year Balance Rescission</u>	0	0	26,000
Subtotal, Technical Adjustments	0	0	26,000
TOTAL DIRECT TECHNICAL and BASE ADJUSTMENTS	0	0	26,000

F. Crosswalk of 2013 Availability

Crosswalk of 2013 Availability
 Community Oriented Policing Services
 GRANT PROGRAMS
 (Dollars in Thousands)

Program Activity	2013 Appropriation Enacted w/o Balance Rescission ¹			Supplementals			Balance Rescission			Sequester			Reprogramming/Transfers			Carryover	Recoveries/Refunds	2013 Actual		
	Direct Pos.	Actual FTE	Amount	Direct Pos.	Actual FTE	Amount	Direct Pos.	Actual FTE	Amount	Direct Pos.	Actual FTE	Amount	Direct Pos.	Actual FTE	Amount	Amount	Amount	Direct Pos.	Actual FTE	Amount
Community Oriented Policing	0	0	217,887	0	0	0	0	0	-12,200	0	0	-8,157	0	0	-12,441	4,766	17,030	0	0	206,885
Total Direct	0	0	217,887	0	0	0	0	0	-12,200	0	0	-8,157	0	0	-12,441	4,766	17,030	0	0	206,885
Reimbursable FTE		0			0			0			0			0						0
Total Direct and Reimb. FTE		0			0			0			0			0						0
Other FTE:																				
LEAP		0			0			0			0			0						0
Overtime		0			0			0			0			0						0
Grand Total, FTE		0			0			0			0			0						0

Footnotes:

1) The 2013 Enacted appropriation includes the 2 across-the-board rescissions of 1.877% and 0.2%

Reprogramming/Transfers: The amount reflects the transfer of \$12.441 million from the COPS account to the Drug Enforcement Administration (DEA) for Meth Lab Clean-up activities. The Attorney General shall authorize the transfer of \$12.5 million (prior to rescissions) from the COPS account to provide funds for these purposes.

Carryover: COPS brought forward a total of \$4.8 million from FY 2012.

Recoveries/Refunds: COPS received \$16.2 million in recoveries and \$787 in refunds in FY13.

G. Crosswalk of 2014 Availability

Crosswalk of 2014 Availability
 Community Oriented Policing Services
 GRANT PROGRAMS
 (Dollars in Thousands)

Program Activity	FY 2014 Enacted			Reprogramming/Transfers			Carryover	Recoveries/ Refunds	2014 Availability		
	Direct Pos.	Estim. FTE	Amount	Direct Pos.	Estim. FTE	Amount	Amount	Amount	Direct Pos.	Estim. FTE	Amount
Community Oriented Policing	0	0	214,000	0	0	-10,200	12,468	26,000	0	0	242,268
Total Direct	0	0	214,000	0	0	-10,200	12,468	26,000	0	0	242,268
Balance Rescission			-26,000								-26,000
Total Direct with Rescission			188,000			-10,200	12,468	26,000			216,268
Reimbursable FTE		0			0		0			0	
Total Direct and Reimb. FTE		0			0		12,468			0	
Other FTE:											
LEAP		0			0		0			0	
Overtime		0			0		0			0	
Grand Total, FTE		0			0		12,468			0	

Reprogramming/Transfers: The amount reflects the transfer of \$10 million from the COPS account to the Drug Enforcement Administration (DEA) for Meth Lab Clean-up activities. The Attorney General shall authorize the transfer of \$10 million from the COPS account to provide funds for these purposes.

Pursuant to the Department's transfer authority under Section 205 of the Consolidated Appropriations Act, 2014, the Department anticipates the transfer of \$200,000 of COPS funds to BJA in order to execute and administer grants under the Comprehensive Tribal Justice System Strategic Planning Purpose Area within CTAS.

Carryover: COPS brought forward a total of \$12.5 million from FY 2013.

Recoveries/Refunds: COPS anticipates \$26M in recoveries in FY 2014.

J. Financial Analysis of Program Changes

Financial Analysis of Program Changes

Community Oriented Policing Services

GRANT PROGRAMS

(Dollars in Thousands)

Grades	Decision Unit 1- Community Oriented Policing									
	COPS Hiring Program		Indian Country		COPS Methamphetamine (DEA Administered)		COPS Anti-Methamphetamine		Total Program Changes	
	Direct Pos.	Amount	Direct Pos.	Amount	Direct Pos.	Amount	Direct Pos.	Amount	Direct Pos.	Amount
41.0 Grants, Subsidies, and Contributions		67,000		3,500		-3,000		-7,500		60,000
Total Program Change Requests	0	67,000	0	3,500	0	-3,000	0	-7,500	0	60,000

K. Summary of Requirements by Object Class

Summary of Requirements by Object Class

Community Oriented Policing Services

GRANT PROGRAMS

(Dollars in Thousands)

Object Class	2013 Actual		2014 Availability		2015 Request		Increase/Decrease	
	Direct FTE	Amount	Direct FTE	Amount	Direct FTE	Amount	Direct FTE	Amount
11.1 Full-Time Permanent	118	11,643	0	13,117	0	13,246	0	129
11.3 Other than Full-Time Permanent	0	165	0	147	0	150	0	3
11.5 Other Personnel Compensation	0	8	0	156	0	158	0	2
<i>Overtime</i>	0	0	0	0	0	2	0	2
<i>Other Compensation</i>	0	0	0	156	0	156	0	0
11.8 Special Personal Services Payments	0	0	0	0	0	0	0	0
Total	118	11,816	0	13,420	0	13,554	0	134
Other Object Classes								
12.0 Personnel Benefits		3,457		3,840		3,933		93
13.0 Benefits for former personnel		4		6		6		0
21.0 Travel and Transportation of Persons		189		346		363		17
22.0 Transportation of Things		326		404		404		0
23.1 Rental Payments to GSA		3,934		4,001		4,192		191
23.2 Rental Payments to Others		127		142		154		12
23.3 Communications, Utilities, and Miscellaneous Charges		1,179		1,198		1,258		60
24.0 Printing and Reproduction		248		225		30		-195
25.1 Advisory and Assistance Services		1,064		1,200		1,260		60
25.2 Other Services from Non-Federal Sources		2,797		4,499		3,077		-1,422
25.3 Other Goods and Services from Federal Sources		7,541		9,120		8,762		-358
25.4 Operation and Maintenance of Facilities		9		10		0		-10
25.6 Medical Care		10		14		24		10
25.7 Operation and Maintenance of Equipment		2		15		15		0
26.0 Supplies and Materials		49		100		110		10
31.0 Equipment		28		34		40		6
32.0 Land and Structures		0		0		0		0
41.0 Grants, Subsidies, and Contributions		161,637		173,158		236,818		63,660
42.0 Insurance Claims and Indemnities		0		0		0		0
Total Obligations		194,417		211,732		274,000		62,268
Unobligated Balance, Start-of-Year		-4,766		12,468		0		-12,468
Transfers/Reprogramming		12,441		-10,200		0		10,200
Recoveries/Refunds		-17,030		-26,000		-26,000		0
Unobligated End-of-Year, Available		12,468		0		0		0
Unobligated End-of-Year, Expiring		0		0		0		0
Rescission		12,200		26,000		26,000		0
Total Direct Requirements	0	209,730	0	214,000	0	274,000	0	60,000
Reimbursable FTE								
Full-Time Permanent	0		0		0		0	
23.1 Rental Payments to GSA (Reimbursable)		0		0		0		0
25.3 Other Goods and Services from Federal Sources - DHS Security (Reimbursable)		0		0		0		0

B. Summary of Requirements

Summary of Requirements
 Community Oriented Policing Services
 Salaries and Expenses
 (Dollars in Thousands)

	FY 2015 Request		
	Direct Positions	FTE	Amount
2013 Enacted	188	118	38,165
2013 Rescissions (1.877% & 0.2%)			-791
2013 Sequester			-1,399
2013 Balance Rescission			0
Total 2013 Enacted (with Rescissions and Sequester)	188	118	35,975
2014 Enacted	188	118	37,374
2014 Balance Rescission	0	0	0
Total 2014 Enacted (with Balance Rescission)	188	118	37,374
Technical Adjustments			
Total Technical Adjustments	0	0	0
Base Adjustments			
Total Base Adjustments	0	0	0
Total Technical and Base Adjustments	0	0	0
2015 Current Services	188	118	37,374
Program Changes			
Subtotal, Increases	0	0	0
Subtotal, Offsets	0	0	0
Total Program Changes	0	0	0
2015 Total Request	188	118	37,374
2015 Balance Rescission			0
2015 Total Request (with Balance Rescission)	188	118	37,374
2014 - 2015 Total Change	0	0	0

Note: The FTE for FY 2013 is actual and for FY 2014 and FY 2015 is estimated.

B. Summary of Requirements

Summary of Requirements
 Community Oriented Policing Services
 Salaries and Expenses
 (Dollars in Thousands)

Program Activity	2013 Enacted with Rescissions and Sequester			2014 Enacted			2015 Technical and Base Adjustments			2015 Current Services		
	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount
Community Oriented Policing	188	118	35,975	188	118	37,374	0	0	0	188	118	37,374
Total Direct	188	118	35,975	188	118	37,374	0	0	0	188	118	37,374
Balance Rescission			0			0			0			0
Total Direct with Rescission			35,975			37,374			0			37,374
Reimbursable FTE		0			0			0			0	
Total Direct and Reimb. FTE		118			118			0			118	
Other FTE:												
LEAP		0			0			0			0	
Overtime		0			0			0			0	
Grand Total, FTE		118			118			0			118	

Program Activity	2015 Increases			2015 Offsets			2015 Request		
	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount
Community Oriented Policing	0	0	0	0	0	0	188	118	37,374
Total Direct	0	0	0	0	0	0	188	118	37,374
Balance Rescission			0			0			0
Total Direct with Rescission			0			0			37,374
Reimbursable FTE		0			0			0	
Total Direct and Reimb. FTE		0			0			118	
Other FTE:									
LEAP		0			0			0	
Overtime		0			0			0	
Grand Total, FTE		0			0			118	

F. Crosswalk of 2013 Availability

Crosswalk of 2013 Availability
 Community Oriented Policing Services
 Salaries and Expenses
 (Dollars in Thousands)

Program Activity	2013 Appropriation Enacted w/o Balance Rescission			Balance Rescission			Sequester			Reprogramming/Transfers			Carryover	Recoveries/ Refunds	2013 Actual		
	Direct Pos.	Estim. FTE	Amount	Direct Pos.	Estim. FTE	Amount	Direct Pos.	Estim. FTE	Amount	Direct Pos.	Estim. FTE	Amount	Amount	Amount	Direct Pos.	Estim. FTE	Amount
Community Oriented Policing	188	118	37,374	0	0	0	0	0	-1,399	0	0	-2,532	1,271	0	188	118	34,714
Total Direct	188	118	37,374	0	0	0	0	0	-1,399	0	0	-2,532	1,271	0	188	118	34,714
Reimbursable FTE		0			0			0			0						0
Total Direct and Reimb. FTE		118			0			0			0						118
Other FTE:																	
LEAP		0			0			0			0						0
Overtime		0			0			0			0						0
Grand Total, FTE		118			0			0			0						118

Reprogramming/Transfers: The COPS Office reapportioned approximately \$2.53 M from management and administration expenses to grant programs. Includes \$4.612M in Government-Wide rescissions (1.877% + 0.2% from FY13 Enacted Budget level)

Carryover: COPS brought forward a total of \$1.27 M from FY 2012.

G. Crosswalk of 2014 Availability

Crosswalk of 2014 Availability
 Community Oriented Policing Services
 Salaries and Expenses
 (Dollars in Thousands)

Program Activity	FY 2014 Enacted			Reprogramming/Transfers			Carryover	Recoveries/ Refunds	2014 Availability		
	Direct Pos.	Estim. FTE	Amount	Direct Pos.	Estim. FTE	Amount	Amount	Amount	Direct Pos.	Estim. FTE	Amount
Community Oriented Policing	188	118	37,374	0	0	0	3,180	0	188	118	40,554
Total Direct	188	118	37,374	0	0	0	3,180	0	188	118	40,554
Balance Rescission			0								0
Total Direct with Rescission			37,374								37,374
Reimbursable FTE		0			0		0			0	
Total Direct and Reimb. FTE		118			0		3,180			118	
Other FTE:											
LEAP		0			0		0			0	
Overtime		0			0		0			0	
Grand Total, FTE		118			0		3,180			118	

Carryover: COPS brought forward a total of \$3.18 M from FY 2013.

I. Detail of Permanent Positions by Category

Detail of Permanent Positions by Category

Community Oriented Policing Services

Salaries and Expenses

(Dollars in Thousands)

Category	2013 Enacted with Rescissions & Sequestration		2014 Enacted		2015 Request				
	Direct Pos.	Reimb. Pos.	Direct Pos.	Reimb. Pos.	ATBs	Program Increases	Program Offsets	Total Direct Pos.	Total Reimb. Pos.
Intelligence Series (132)	18	0	18	0	0	0	0	18	0
Clerical and Office Services (300-399)	128	0	128	0	0	0	0	128	0
Accounting and Budget (500-599)	23	0	23	0	0	0	0	23	0
Attorneys (905)	11	0	11	0	-1	0	0	10	0
Information & Arts (1000-1099)	4	0	4	0	0	0	0	4	0
Information Technology Mgmt (2210)	4	0	4	0	1	0	0	5	0
Total	188	0	188	0	0	0	0	188	0
Headquarters (Washington, D.C.)	188	0	188	0	0	0	0	188	0
U.S. Field	0	0	0	0	0	0	0	0	0
Foreign Field	0	0	0	0	0	0	0	0	0
Total	188	0	188	0	0	0	0	188	0

K. Summary of Requirements by Object Class

Summary of Requirements by Object Class

Community Oriented Policing Services

Salaries and Expenses

(Dollars in Thousands)

Object Class	2013 Actual		2014 Availability		2015 Request		Increase/Decrease	
	Direct FTE	Amount	Direct FTE	Amount	Direct FTE	Amount	Direct FTE	Amount
11.1 Full-Time Permanent	118	11,643	118	13,117	118	13,246	0	129
11.3 Other than Full-Time Permanent	0	165	0	147	0	150	0	3
11.5 Other Personnel Compensation	0	8	0	156	0	158	0	2
<i>Overtime</i>	0	0	0	0	0	2	0	2
<i>Other Compensation</i>	0	0	0	156	0	156	0	0
11.8 Special Personal Services Payments	0	0	0	0	0	0	0	0
Total	118	11,816	118	13,420	118	13,554	0	134
Other Object Classes								
12.0 Personnel Benefits		3,457		3,840		3,933		93
13.0 Benefits for former personnel		4		6		6		0
21.0 Travel and Transportation of Persons		189		346		363		17
22.0 Transportation of Things		326		404		404		0
23.1 Rental Payments to GSA		3,934		4,001		4,192		191
23.2 Rental Payments to Others		127		142		154		12
23.3 Communications, Utilities, and Miscellaneous Charges		1,179		1,198		1,258		60
24.0 Printing and Reproduction		18		25		30		5
25.1 Advisory and Assistance Services		1,064		1,200		1,260		60
25.2 Other Services from Non-Federal Sources		1,902		3,499		3,269		-230
25.3 Other Goods and Services from Federal Sources		7,420		9,120		8,762		-358
25.4 Operation and Maintenance of Facilities		9		10		0		-10
25.6 Medical Care		10		14		24		10
25.7 Operation and Maintenance of Equipment		2		15		15		0
26.0 Supplies and Materials		49		100		110		10
31.0 Equipment		28		34		40		6
32.0 Land and Structures		0		0		0		0
41.0 Grants, Subsidies, and Contributions		0		0		0		0
42.0 Insurance Claims and Indemnities		0		0		0		0
Total Obligations		31,534		37,374		37,374		0
Unobligated Balance, Start-of-Year		-1,271		3,180		0		-3,180
Transfers/Reprogramming		2,532		0		0		0
Recoveries/Refunds		0		0		0		0
Unobligated End-of-Year, Available		3,180		-3,180		0		3,180
Unobligated End-of-Year, Expiring		0		0		0		0
Rescission		0		0		0		0
Total Direct Requirements	0	35,975	0	37,374	0	37,374	0	0
Reimbursable FTE								
Full-Time Permanent	0		0		0		0	
23.1 Rental Payments to GSA (Reimbursable)		0		0		0		0
25.3 Other Goods and Services from Federal Sources - DHS Security (Reimbursable)		0		0		0		0