U.S. Department of Justice

FY 2018 Congressional Justification

Office of Community Oriented Policing Services

Contents

I. Overview of the Office of Community Oriented Policing Services

A. Introduction

In Fiscal Year (FY) 2018, the Office of Community Oriented Policing Services (COPS) requests a total of $218,000,000, 102 positions and 102 FTE to further the Department of Justice's (DOJ's) goal to 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 proposes funding for five 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 include:

- $207 million for the COPS Hiring Program (CHP) to assist in hiring additional sworn law enforcement professionals
- $10 million for Community Policing Development as a set-aside within CHP funding;
- $30 million for Indian Country as a set-aside within CHP funding, including an allowance for up to $3 million to support the DOJ Tribal Access Program
- $10 million for the COPS Office's Collaborative Reform Initiative for Technical Assistance (CRI-TA) as a set-aside within CHP funding; and
- $11 million to reimburse the Drug Enforcement Administration (DEA) for anti-methamphetamine-related activities.

The COPS Office proposes to support Management and Administration (M&A) expenses with program funding in FY 2018. The funds will support 102 positions and 102 FTE; administrative and oversight costs of FY 2018 COPS programs and activities; and active grants associated with programs appropriated in prior fiscal years.

B. Background

The COPS Office was established in 1994 to assist state, local and tribal law enforcement agencies in enhancing their effectiveness in advancing public safety through the implementation of community policing strategies. Community policing entails developing partnerships between law enforcement agencies and the communities they serve so they can work collaboratively to resolve problems and build community trust. 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:

1. Community Partnerships

Collaborative partnerships between law enforcement agencies 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

2. 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

3. Problem Solving

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

- Scan: Identify and prioritize problems

- Analysis: Research what is known about the problem

- Response: Develop solutions to bring about lasting reductions in the number and extent of problems

- Assessment: Evaluate the success of the responses

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

In FY 2018, the COPS Office will fulfill its mission of advancing public safety through community policing by:

- Providing grants under the COPS Hiring Program (CHP) to support the hiring of sworn law enforcement personnel nationwide;

- Promoting the hiring of veterans into non-sworn law enforcement positions;

- Continuing oversight and coordination of the National Blue Alert System, created under the Rafael Ramos and Wenjian Liu National Blue Alert Act of 2015. The system is designed to rapidly disseminate information to law enforcement, the media and the public to aid in the apprehension of violent criminals who pose a risk to law enforcement;

- Advancing the work of the national Officer Safety and Wellness (OSW) Group, which brings together representatives from law enforcement, federal agencies, and the research community to focus attention on this critical aspect of public safety. Semi-annual meetings of the OSW Group help amplify critical officer safety issues and result in reports which highlight best practices around different safety and wellness topics;

- 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;

- Expanding the number of sites reached by the Collaborative Reform Initiative for Technical Assistance (CRI-TA). CRI-TA is a proactive, non-adversarial approach to practical technical assistance for agencies with significant law enforcement-related issues;

- Along with other DOJ components, supporting the work of the Attorney General's Task Force on Crime Reduction and Public Safety;

- Aligning training and technical assistance to specific crime problems identified as high priorities by the CHP grantees;

- Promoting improved public safety outcomes by infusing community policing core principles in all grant programs, and acting on evidence that they advance public safety;

- Supporting 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;

- Promoting collaboration among law enforcement, community members, academic institutions, and other key stakeholders to implement initiatives that have proven effective in helping to prevent crime and build community trust;

- Providing responsive, cost effective customer service delivery to grantees to ensure success in implementing community policing strategies within their communities; and

- Providing technical assistance to agencies experiencing a significant event or problem through the tools of Critical Response, such as peer to peer exchanges, research on responses and methods to particular issues, or subject matter experts consulting on serious law enforcement problems or conducting after-action reviews of significant events (such as the San Bernardino and Orlando mass shootings) to provide critical lessons learned for the field.

Since 1994, the COPS Office has invested in programs and initiatives that add officers to the nation's streets; enhance crime-fighting technology; support crime prevention initiatives; promote police reform; and provide training and technical assistance to help advance community policing. The programs and initiatives supported more than 13,000 of the nation's 18,000 law enforcement agencies, creating a community policing infrastructure across the nation.

Research on the COPS Office demonstrates a positive relationship between community-oriented policing strategies and public safety outcomes. A study published in *Journal of Public Economics* by Evans and Owens, Volume 91 (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." As part of demonstrating their comprehensive community policing plan, COPS Hiring Program applicants may choose from several crime problem areas, including illicit drugs, illegal immigration, and violent crime, to target funding to improve public safety in their communities.

In 2011, the COPS Office commissioned the University of Chicago to conduct an analysis of the relationship between COPS Office hiring grants and crime rates. The report, titled *The Effects of COPS Office Funding on Sworn Force Levels, Crime, and Arrests*, identifies the measurable effects of COPS Office law enforcement hiring funding on police staffing levels and crime in America. The COPS Office FY 2009 Hiring Recovery Program (CHRP) created or preserved 4,699 sworn law enforcement positions for a three-year period. According to the study, CHRP funding not only increased officers per capita in 2009,

it also led to declines in reported UCR Part 1 crimes of approximately five percent in subsequent years. Additionally, a similar estimated decline in arrests was found in 2010.

C. Transparency and Accountability

In support of a more transparent and accountable Federal government, the COPS Office continues to review and improve 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 current e-government capabilities; enhance customer service; and empower employees to meet its mission.

1. Community Policing Enhancements

In FY 2018, the COPS Office will continue to refine community policing enhancements that began in FY 2011. We will continue to improve COPS grant programs and knowledge resource management activities in an effort to further advance public safety through community policing. Recent accomplishments include:

- *Comprehensive Community Policing Plan:* Requiring hiring grant applicants to complete a more comprehensive community policing plan that incorporates a problem solving component; asks applicants to specify crime issues that they will target with hiring funding; and provide technical assistance on specific problems identified by grantees, such as homicide issues;

- *Progress Report Enhancements:* Requiring more detailed progress reports on community policing implementation across all COPS programs;

- *Further Integration of Outreach and Technical Assistance into Grants Operations:*

  - Integration of Technical Assistance into Grant Monitoring Activities: Implementing a grant monitoring strategy that involves a more comprehensive review of the agency's community policing efforts and providing additional on-site community policing technical assistance;

  - Customer Care Model of Grantee Outreach: Contacting each grantee at least twice a year to identify and assist with potential issues, such as progress report issues, or need for grant budget modifications or extensions. During the calls, the grantees are also made aware of community policing resources available to them through the COPS Office's Response Center or website.

2. COPS Business Process Improvement

The COPS Office remains committed to being a continuously improving organization that excels at meeting its mission and providing excellent customer service. The Office is engaged in an on-going effort to maintain and improve business processes and standard operating procedures.

Revalidation of COPS Hiring Program (CHP) Requirements: The COPS Office reached out to law enforcement stakeholders in 2016 to discuss their experiences with the CHP program. The purpose was to ensure that CHP is effective and relevant in meeting the needs of state, local and tribal law enforcement agencies. The COPS Office incorporated the feedback into our 2017 hiring program.

Grants Services Network (GrantsNet): Across the DOJ grant-making components – Community Oriented Policing Services (COPS), the Office of Justice Programs (OJP), and the Office on Violence Against Women (OVW) – multiple systems support grant-making operations, augmented by local tools and applications according to individual program office needs. Recent challenges related to grant volume increases, legacy system limitations, new business requirements, Government Accountability Office reviews, and potential duplication and redundancy of system functions and services present DOJ with the opportunity to make technology and business improvements to avoid duplication and redundancy of system functions and services. The primary objectives for addressing these challenges are to standardize processes and systems, improve information and data sharing, eliminate redundancy, and reduce costs as appropriate within statutory, programmatic, and policy constraints.

The Justice Grants Services Network (GrantsNet) program was established to deliver a shared solution for the DOJ grants management community that leverages these existing systems and tools. The GrantsNet program is a joint effort between OVW, COPS, and OJP to define and deliver a hybrid, shared solution that enables common business processes, decreases the number of grants management solutions, and eliminates standalone systems and tools. The objectives of the GrantsNet program are to:

- Implement more efficient and informed decision making, including real time tracking and performance dashboard capabilities;

- Increase efficiencies in resources and effort, including improved processing time;

- Improve customer experiences/services, including reduced administrative burden;

- Improve transparency and information sharing related to grant making;

- Enhance accountability and internal controls; and

- Increase capability to integrate functionality of existing standalone systems.

The GrantsNet roadmap is comprised of phased grant modules deployment based upon enterprise business processes from OVW, COPS and OJP. At the end of FY 2016, five GrantsNet modules were operational. These five modules include:

- Conference Cost Reporting;

- Grant Assessment Tool;

- Solicitation/Forecaster;

- Enterprise Reporting/Content Analysis (ER/CA); and

- Grant Payment Request System (GPRS).

In FY 2017, OJP, OVW and COPS committed to concentrate their combined efforts on existing GrantsNet modules to improve current business processes and priorities rather than on the development of new modules. The key focuses for FY 2017 are to:

- Continue to support the deployed modules (CCR, GAT, GPRS, & ER/CA) and implement the enhancements selected as FY 2017 requirements. Meetings will be scheduled to review remaining functional requirements for each module and determine which enhancements will be developed and deployed in FY 2017;

- Continue to focus on business process analysis and improvement, including the audit process and pre-award and award processes. The Business Process Improvement (BPI) effort on the pre-award and award processes has been initiated with participation from OJP, OVW, and COPS, as appropriate; and

- Re-evaluate long-term technical implementation options for GrantsNet, with consideration given to the lessons learned and changes in the technology landscape.

The overall 2016-2018 objectives of the COPS grant management system effort are to:

- Demonstrate progress in resolving challenges identified by GAO recommendations;

- Implement more efficient and informed decision making, including real time tracking and performance dashboard capabilities;

- Increase efficiencies in resources and efforts, including improved processing time;

- Improve customer experiences/services, including reduced administrative burden;

- Improve transparency and information sharing related to grant making;

- Enhance accountability and internal controls;

- Increase capability to integrate functionality of existing standalone systems; and

- Facilitate the timely closeout of grant awards.

NexGen COPS Management System (NexGen): The COPS Office was able to participate significantly in the development of the GrantsNet system because of the work done in FY 2013 through FY 2015 to complete its NexGen COPS Management System (NexGen), which is the COPS Office's information system. It is one of the two sources from which the data within the five functional modules of GrantsNet is derived. Its modularity made it possible to interface with the GrantsNet modules.

NexGen was designed to automate the entire grant management lifecycle (i.e., pre- and post-award processing; monitoring; and closeout) by integrating a document provided management and workflow engine; serving as a grants management database enterprise application; and providing the ability to manage and access certain data elements for reporting and analysis needs. The NexGen system has increased operational efficiency by streamlining the office's grants management operations and reducing paper flow for grants management processes. In FY 2014, the COPS Office completed the second phase of the NexGen system, which included new web applications to support the Office's

streamlined monitoring, audit and compliance-based activities. The COPS Office also completed the final phase, which included a redesigned Solicitation Management System (SMS), enhanced administrative capabilities, enterprise reporting, and an enhanced grant progress reporting system.

The COPS Office has successfully deployed NexGen and implemented numerous enhancements to SMS. The Office continues to deploy NexGen improvements in order to streamline business processes and improve internal and external customer experiences. Beginning in FY 2017, the COPS Office began looking toward building the next iteration of NexGen. This new generation of features and applications is known as NexGen 3.0. With the first phase scheduled to be deployed in time for the FY 2017 COPS Office grant solicitation, NexGen 3.0 will transform existing cumbersome workflows into more flexible processes. NexGen 3.0 offers:

- Highly flexible applications with reduced development costs;

- Seamless transition from current business workflow processes to new 3.0 workflows; and

- HSPD-12[1] compliance on an application level;

NexGen 3.0 is a phased implementation project with releases scheduled from FY 2017-2019.

3. Evidence and Evaluation

The COPS Office strives to ensure that we execute evidence and evaluation in grant programs and promote public adoption of evidence-based practices in the law enforcement field in FY 2018 and beyond.

The COPS Office continues to use the funding methodology we implemented in 2010 to further enhance our hiring grant program application. The current methodology has improved objectivity and evaluation-based community policing criteria. The COPS Office also developed standardized, 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 has allowed the COPS Office to track grant-related outcomes. For example, an agency may indicate on their initial application that they will examine specific types of data to improve their understanding of a specific crime problem. Alternatively, they may commit to implementing a specific type of organizational improvement such as the incorporation of problem solving and partnerships into hiring and promotional decisions. This baseline data is quantitatively captured across applications. Activities are then tracked via regular progress reports in which the grantees indicate if they have been successfully implemented. This process allows the COPS Office to examine agency progress toward community policing implementation that is a direct result of grant funding. In 2016, the COPS Grants Administration Division (GAD) launched a new Cohort Analysis initiative to evaluate community policing plans of grantees for trends in problems and approaches. The ultimate goal of the initiative is to improve funding outcomes specific to public safety

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[1] Homeland Security Presidential Directive 12 (HSPD-12), issued on August 27, 2004, required the establishment of a standard for identification of Federal Government employees and contractors.

problems. The application also allows for the straightforward implementation of priority areas that can advance administration priorities through the COPS hiring program.

4. Efforts to Increase Program Cost Effectiveness

As part of an overall effort to ensure public safety, the COPS Office offers training opportunities for local, state, and tribal law enforcement agencies and officers to enhance their skills in performing their duties. By offering a diverse library of classroom-based, train-the-trainer, and online training opportunities, the COPS Office supports agencies and officers as they make strategic decisions about how best to meet their training objectives based on local needs and requirements. More than 9,000 officers choose to participate in a COPS-sponsored training each year.

COPS Office online training is the key element in helping maximize local control over officer training by providing 24/7 instant access to courses and content in a no-charge, self-paced learning environment. This allows agencies and individual officers to obtain training of their choosing and at their convenience, with none of the expense of traveling or being away from their agencies. State, local, and tribal law enforcement value this type of flexibility and access to systematically developed and field-tested training courses. Current online training offerings include courses in basic and advanced community policing, clandestine methamphetamine labs, homicide and violent crime reduction, ethical decision-making, and tactical community policing for homeland security. In FY 2017, the COPS Office plans to launch a new interface for the learning portal and expand course offerings by converting a number of the existing classroom trainings into the e-learning environment.

The COPS Office also facilitates the exchange of promising practices and evidence-based strategies between local, state, and tribal law enforcement agencies, providing them with the latest information that can assist them in strategically addressing local priorities. The COPS Office online Resource Center is at the center of this information-sharing effort, offering hundreds of products on a wide variety of topics including collaborating with federal law enforcement, improving crime data collection and analysis, recruiting and hiring well-qualified personnel, addressing a multitude of crime problems, and protecting officers in their uniquely dangerous work. In FY 2016 more than 110,000 copies of knowledge products were distributed to requestors, including new resources on the critically important issues of assaults and firearms violence against law enforcement officers, responding to mass casualty events, addressing the opioid crisis, improving crime data analysis, addressing violence and victimization, and promoting law enforcement as a rewarding career.

Through the online Resource Center, state, local, and tribal law enforcement officers can quickly and easily search the library for resources relevant to their local needs. They can be confident that the material they find has been developed in partnership with experts in the field. Through this type of federal-local partnership, individual agencies and officers do not have to guess at how to best address their local needs, nor are they being dictated a set of policies and procedures. Rather, they are provided with easily accessible information that allows them to maximize local control over their self-defined public safety concerns with information that has been peer-reviewed.

The COPS Office also continues to focus on an enhanced web and social media campaign to expand the outreach to practitioners and stakeholders who have access to information and resources around important community policing issues. We have refreshed the COPS homepage, and expanded our Facebook and Twitter knowledge distribution efforts. We currently have over 10,000 Twitter followers and 7,000 Facebook page "likes"; 6,642 *Community Policing Dispatch* subscribers; and 7,571 *On the Beat* webcast followers.

5. COPS Customer Service

The COPS Office continues to promote and apply sound customer service in various business areas. Examples include:

- *Response Center:* The COPS Office's Response Center is the initial customer contact point for general information about the COPS Office. It provides direct access to information regarding COPS Office grant opportunities, resources, and grant reporting. In FY 2016, the Response Center staff answered 12,062 telephone calls, responded to 1,520 emails, and shipped 70,298 items/publications. Other important customer service functions performed by the Response Center include:

  - o Customer support for management of grant and cooperative agreement awards;

  - o Distribution of community policing publications;

  - o Maintenance of the publication distribution warehouse;

  - o Assisting grantees with access to on-line applications and referrals to appropriate COPS Office staff for assistance with pending grant extensions, budget modifications, progress report functions, accessing grant funds, and other grant-related issues; and

  - o Maintenance of the COPS Office Resource Center Website, ensuring that new and updated publications are 508 compliant and are properly posted for individual use.

- *Application and Award Process:* The COPS Office makes annual improvements to its grant application system, with the goals of offering clear guidance for submitting a grant application and ensuring ease of use by applicants. Ultimately, these efforts facilitate the submission of detailed and accurate application information by applicants, allowing the COPS Office to make high quality and informed funding decisions.

- *Grant Maintenance and Monitoring:* The COPS Office maintains a team whose job is to provide direct customer service and technical assistance to assist each grantee with the administrative, programmatic and financial aspects of their grant award(s). Compliance reviews by the COPS Office's Grant Monitoring Division verify that grantees are adhering to grant requirements and remain good stewards of Federal funds. These efforts are designed to ensure that COPS Office grantees have successful projects, and implement their awards in a manner consistent with applicable laws and policies.

- *Progress Reporting Assistance:* The COPS Office's Progress Report team provides technical assistance to grantees to complete online progress reports, which are required quarterly. To ensure compliance with COPS grant reporting requirements, the team makes reminder calls 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) System:* 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 expenditure reporting requirements to the Office of Management and Budget (OMB) and provides enhanced customer service to grantees to ensure proper reporting, expensing, and reimbursement of grant funds. CORI combines programmatic and financial grant data to predict grantee actions and project 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 with potential issues, thus cutting down significantly on research time. In this way, CORI enables enhanced risk management through elimination of improper payments and improved internal controls.

  CORI is also a workflow tool. It assigns the grantee's case to a specific user, allowing for customized outreach to grantees and timely resolution of issues. CORI also 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 of common grantee issues for specific, proactive grantee communication and training.

The goals of the CORI system are to:

- Provide a comprehensive view of grantee financial and hiring data, creating a method to monitor and control internal COPS financial and programmatic reporting functions;

- Support identification and correction of reporting inaccuracies and discrepancies between internal reports and grantee submissions;

- Eliminate the potential for improper payments through improved internal controls;

- Enhance insight into policy and procedural challenges faced by grantees that have not fully met their hiring targets and/or requested minimal or inappropriate amounts of grant funds to cover reported expenses;

- Offer technical assistance and encouragement to grantees that accurately report hiring information but outlay insufficient funds to cover actual expenditures;

- Enhance reporting of outlay projections using data collected from grantees during outreach calls;

- Track interactions with grantees from initiation through issue resolution to identify opportunities for improvement (e.g., consistent misreporting that may require more clarity to grantees, etc.); and

- Provide real-time data to ensure users have the most accurate information (i.e., changes to reported numbers as a result of calls to grantees.)

D. Challenges

There are three key policy challenges facing the COPS Office, particularly with respect to supporting the safety and wellness of law enforcement officers and building and sustaining collaborative relationships between law enforcement agencies and the communities they serve: 1) reducing spikes in violent crime; 2) keeping law enforcement officers safe; and 3) reducing the impact of the threat of terrorism.

The first challenge relates to assisting the Administration with its efforts to combat and reduce spikes in violent crime in certain cities across the country. Several U.S. cities have experienced sudden increases in violent crime since 2015, and this surge in violence has caught the attention of police and other justice system officials at all levels of government. Their overriding concern is to identify the factors that may be driving the increase in violence, such as illegal gun possession, gangs, and drugs, and to stem and reverse this course before it can gain momentum. In addition to supporting the Attorney General's Task Force on Crime Reduction and Public Safety, the COPS Office will continue to address violent crime by awarding funds through the COPS Hiring Program to put additional officers on the nation's streets, thereby increasing public safety. COPS Hiring Program grants support local law enforcement efforts designed to mitigate homicides, gun violence, and other criminal activity, while simultaneously promoting trust and cooperation with community residents to identify prolific offenders and reduce crime.

Law enforcement agencies know and trust the COPS Office to support their law enforcement needs, and the COPS Office is able to provide immediate and flexible technical assistance to agencies upon their request. Whether it's helping law enforcement to strategize in the midst of a protest turning violent, or helping an agency prepare for a major event, the COPS Office is able to have a team on the ground within days (if not within hours) to provide valuable assistance to agencies that have asked for help.

The second challenge arises from the need to protect our nation's law enforcement officers as they carry out their mission to keep our communities safe. Ambush style attacks on police officers dramatically increased in 2016, with the Federal Bureau of Investigation (FBI) reporting 17 officers killed due to this type of attack. In addition, according to the FBI, 66 law enforcement officers were reported as having been feloniously killed in 2016. This is an increase of 25 officers from the previous year. Since 2011, the COPS Office has sought to elevate and amplify key considerations in officer safety and wellness and promote policy and practice improvements that will better ensure that officers stay safe on the job. For instance, the COPS Office funded two important resources for officers involved in ambush-style attacks: an after-action report on the Las Vegas Metropolitan Police Department ambush incident, and a comprehensive review of ambushes of police within the last ten years. These 2016

studies were conducted by the Center for Naval Analyses (CNA), a nonprofit research and analysis organization and DOJ grantee. CNA conducts research and performs consulting across a variety of disciplines, including policing and crime control issues. To further inform the field of officer fatalities, the COPS Office also continues to partner with leading stakeholders in the field to provide best practices in improving officer safety and wellness on the job.

However, more work is needed. These include a better understanding of injury and fatality risks in active shooter situations; the most effective ways to assist officers both short and long term after their exposure to trauma, particularly after active shooter or mass casualty events; ambush style attacks on officers; the interrelated nature of stress, fitness, and nutrition on officer health; and building and managing resilient organizations that promote the well-being of sworn and civilian staff alike.

In 2017 and 2018, the COPS Office will support the President's Executive Order on Preventing Violence Against Federal, State, Tribal, and Local Law Enforcement Officers by coordinating with State, tribal, and local governments, and with law enforcement agencies at all levels, including other Federal agencies, to develop executive branch strategies to prevent violence against the brave men and women who have sworn to protect our communities.

Per the Executive Order, the COPS Office is conducting a review of its grant funding programs to determine the extent to which its programs support and protect law enforcement officers, and recommend to the President any changes to grant funding that will provide additional support.

In 2018, the COPS Office will continue its work to coordinate Blue Alert [2]plans with states and local governments. This work includes: issuing voluntary guidelines and recommendations; establishing a national Blue Alert information repository; providing education and technical assistance; developing strategic public and private partnerships; and managing the Advisory Group, which is statutorily charged with providing assistance to states, law enforcement agencies, and other Blue Alert stakeholders.

The COPS Office will also continue to convene the Officer Safety and Wellness Group (OSW). Comprised of representatives from law enforcement agencies and associations, federal agencies, and the research community, the purpose of the OSW Group is to bring law enforcement thought leaders, criminal justice practitioners, and other colleagues together to share their broad perspectives on improving officer safety and wellness.

The third challenge is the impact of the threat of terrorism on local communities. Strong partnerships between law enforcement and the communities they serve are increasingly important to identify potential extremists and intervene where necessary to thwart radical behavior that may lead to violence. Partnerships among police, community members, faith-based groups, mental health providers, educators, and other stakeholders can be critical to preventing violent extremism.

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[2] For more information see: https://cops.usdoj.gov/bluealert

Every COPS Office grant program supports state, tribal, and local law enforcement. Since 1994, the COPS Office has assisted more than 13,000 state, tribal and local law enforcement agencies. Each grant program is reviewed annually and updated as necessary to ensure that COPS Office funding remains as relevant as possible to the existing and evolving needs of law enforcement. The COPS Office also has a proven ability to respond quickly to critical law enforcement incidents or emerging issues in the field, and has done so many times. Examples include awarding $92M to New York City very shortly after 9/11 to assist with officer hiring, and making hiring grants to Orlando, Dallas, and San Bernardino in 2016 in the aftermath of mass shooting incidents).

E. COPS Office Decision Unit and Program Costs

All COPS Office 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 and Targeted Technical Assistance*. Program funding will continue to be aligned with the two major activity functions through FY 2018, 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.

F. Performance Challenges

1. Internal Challenges

The primary internal challenge facing the COPS Office is ensuring that management and administration funds 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. Other challenges include maintaining a high level of customer service and improving performance measures to focus on outcomes.

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. 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 2017, the COPS Office estimates managing over 2,000 active grants provided to state, local, and tribal law enforcement agencies and the communities they serve.

COPS Office grants require ongoing maintenance and monitoring during the entire grant lifecycle. This maintenance and monitoring frequently extends beyond the original two or three-year grant award period to account for grantee delays in hiring, procuring equipment, turnover of key project staff in the grantee agency, etc. during the award period. To help address this challenge, the COPS Office instituted a policy that limits grant extensions to two years.

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 by the COPS Office, independent of grant funding.

The COPS Office uses staff use their time and expertise respond to the emerging needs of law enforcement agencies. For example, COPS Office staff helped establish the Officer Safety and Wellness Group (OSW) through an intra-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. Other new partnerships supported by the COPS Office include the new "Blue Alert" network, similar to the Amber Alert system, which provides public notification when a police officer is shot.

An additional challenge for the COPS Office will be to ensure that resources and strategies are aligned with the evolving focus on demonstrated effectiveness. COPS Office performance measures focus on the COPS Office mission to advance public safety through community policing and place an additional emphasis on the COPS Office's outputs related to providing knowledge resource products (training/technical assistance and publications) to state, local, and tribal law enforcement. Those outputs ultimately result in the development of new knowledge about effective crime reduction strategies; awareness of how to implement those strategies; an increase in law enforcement's ability to put them into practice; and ultimately the institutionalization of those strategies. The COPS Office will continue to pursue effective and efficient grant-making practices and promote public adoption of effective, outcome-based community policing practices. 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 grantee community policing needs, in order to increase their capacity to build relationships and solve problems for safer communities.

G. 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 the COPS Office's facilities staff actively encourages, 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	Pos.	FTE	Dollars ($000)	Page
COPS Hiring Program	0	0	20,356	45
DEA Methamphetamine	0	0	21	47
COPS Anti-Methamphetamine Program	0	0	(6,987)	49
Anti-Heroin Task Forces	0	0	(6,987)	51

III. Appropriations Language and Analysis of Appropriations Language

Community Oriented Policing Services

For activities authorized by the Violent Crime Control and Law Enforcement Act of 1994 (Public Law 103–322); the Omnibus Crime Control and Safe Streets Act of 1968 ("the 1968 Act"); and the Violence Against Women and Department of Justice Reauthorization Act of 2005 (Public Law 109–162) ("the 2005 Act"), [$212,000,000] *$218,000,000*, to remain available until expended: *Provided*, That any balances made available through prior year deobligations shall only be available in accordance with section [505] *504* of this Act: *Provided further, That, in addition to any amounts that are otherwise available (or authorized to be 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 in furtherance of the purposes in section 1701 of title I of the 1968 Act:* *Provided further*, That of the amount provided under this heading—

(1) $11,000,000 is for anti-methamphetamine-related activities, which shall be [transferred] *available* to *reimburse* the Drug Enforcement Administration upon enactment of this Act; *and*

(2) [$187,000,000] *$207,000,000* 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 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 within the amounts appropriated under this paragraph, $30,000,000 is for improving tribal law enforcement, including hiring, equipment, training, and anti-methamphetamine activities, *of which up to $3,000,000 shall be available to enhance the ability of tribal government entities to access, enter information into, and obtain information from, federal criminal information databases as authorized by section 534 of title 28, United States Code (including the purchase of equipment and software, and related maintenance, support, and technical assistance for such entities in furtherance of this purpose), and to reimburse the "General Administration, Justice Information Sharing Technology" account for the expenses of providing such services to tribal government entities*: *Provided further*, That of the amounts appropriated under this paragraph, $10,000,000 is for community policing development activities in furtherance of the purposes in section 1701: *Provided further*, That within the amounts appropriated under this paragraph, $10,000,000 is for the collaborative reform model of technical assistance in furtherance of the purposes in section 1701[;].

[(3) $7,000,000 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; and]

[(4) $7,000,000 is for competitive grants to statewide law enforcement agencies in States with high rates of primary treatment admissions for heroin and other opioids: *Provided*, That these funds shall be utilized for investigative purposes to locate or investigate illicit activities, including activities related to the distribution of heroin or unlawful distribution of prescription opioids, or unlawful heroin and prescription opioid traffickers through statewide collaboration.]

Of the unobligated balances from prior year appropriations available under this heading, $10,000,000 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.

Note.—A full-year 2017 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Further Continuing Appropriations Act, 2017 (P.L. 114–254). The amounts included for 2017 reflect the annualized level provided by the continuing resolution.

General Provisions

SEC. 219. Section 642 of the Illegal Immigration Reform and Immigrant Responsibility

Act of 1996 (8 U.S.C. 1373) is amended as follows—

(a) In subsection (a), by replacing "any government entity or official" with "any government law enforcement entity or official" and by striking all that follows after "from" and inserting the following new paragraphs—

> *"(1) sending to, or receiving from, the Department of Homeland Security information,*
>
> *including information related to the nationality, citizenship, immigration status, removability, scheduled release date and time, home address, work address, or contact information, of any individual in custody or suspected of a violation of law, provided that such information is relevant to the enforcement of the immigration laws as defined in section 101(a)(17) of the Immigration and Nationality Act (8 U.S.C. 1101(a)(17)); or*
>
> *"(2) complying with any lawful request made by the Department of Homeland Security pursuant to its authorities under section 236, 241, or 287 of the Immigration and Nationality Act (8 U.S.C. 1226, 1231, 1357), including any request to maintain custody of the alien for a period not to exceed 48 hours in order to permit assumption of custody by the Department pursuant to a detainer for, or provide reasonable notification prior to the release of, any individual.".*

(b) In subsection (b)—

> *(1) In the introductory clause, by inserting "law enforcement" before "entity" and by replacing "regarding the immigration status, lawful or unlawful, of any individual", with "information, including information related to the nationality, citizenship, immigration status, removability, scheduled release date and time, home address, work address, or contact information, of any individual currently or previously in custody or currently or previously suspected of a violation of law, provided that such information is relevant to the enforcement of the immigration laws as defined in section 101(a)(17) of the Immigration and Nationality Act (8 U.S.C. 1101(a)(17))";*
>
> *(2) In paragraph (1), by replacing "the U.S. Immigration and Naturalization Service" with "Department of Homeland Security"; and (3) In paragraph (2), by inserting ", collecting, inquiring into, or verifying" after "Maintaining".*

(c) In subsection (c)—

> *(1) By replacing "the Immigration and Naturalization Service" with "the Department*
>
> *of Homeland Security"; and*
>
> *(2) By replacing "the citizenship or immigration status" with "the nationality,*

citizenship, or immigration status".

(d) After subsection (c), by inserting the following—

"(d) The Secretary of Homeland Security or the Attorney General may condition a grant or cooperative agreement awarded by the Department of Homeland Security or the Department of Justice to a State or political subdivision of a state, for a purpose related to immigration, national security, law enforcement, or preventing, preparing for, protecting against or responding to acts of terrorism, on a requirement that the recipient of the grant or cooperative agreement agrees that it will—

> *"(1) Send to the Department of Homeland Security information requested by the Secretary of Homeland Security, or the Secretary's designee, including information related to the nationality, citizenship, immigration status, removability, scheduled release date and time, home address, work address, or contact information, of any individual in custody or suspected of a violation of law, provided that such information is relevant to the enforcement of the immigration laws as defined in section 101(a)(17) of the Immigration and Nationality Act (8 U.S.C. 1101(a)(17));*

> *"(2) Exchange, at the request of the Secretary of Homeland Security, or the Secretary's designee, information, including information related to the nationality, citizenship, immigration status, removability, scheduled release date and time, home address, work address, or contact information, of any individual in custody or suspected of a violation of law, with any other Federal, State, or local government law enforcement entity, provided that such information is relevant to the enforcement of the immigration laws as defined in section 101(a)(17) of the Immigration and Nationality Act (8 U.S.C. 1101(a)(17));*

> *"(3) Not prohibit or restrict any entity, official, or employee from collecting, inquiring into, or verifying information, including information related to the nationality, citizenship, immigration status, removability, scheduled release date and time, home address, work address, or contact information, of any individual in custody or suspected of a violation of law, provided that such information is relevant to the enforcement of the immigration laws as defined in section 101(a)(17) of the Immigration and Nationality Act (8 U.S.C. 1101(a)(17)), and will maintain any such information it may collect, during the period of performance of a grant or cooperative agreement conditioned under this subsection; and*

> *"(4) Comply with any lawful request made by the Department of Homeland Security pursuant to its authorities under section 236, 241, or 287 of the Immigration and Nationality Act (8 U.S.C. 1226, 1231, 1357), including any request to maintain custody of the alien for a period not to exceed 48 hours in order to permit assumption of custody by the Department pursuant to a detainer for, or provide reasonable notification prior to the release of, any individual.".*

(e) In the section heading, by replacing "Immigration and Naturalization Service" with "Department of Homeland Security".

(f) The Secretary of Homeland Security or the Attorney General may require States and political subdivisions of States that apply for Federal grants or cooperative agreements from the Department of Homeland Security or the Department of Justice to include a certification that they will comply with subsection (d) in their applications for award. The Secretary or the Attorney General may prescribe the form of the certification for the Federal grants and cooperative agreements awarded by their respective Departments.

(g) The Secretary of Homeland Security and the Attorney General may enforce the provisions of this Section through any lawful means, including by seeking injunctive or other relief from a court of competent jurisdiction.

(h) SEVERABILITY.—The provisions of this section are severable. If any provision of this section, or any application thereof, is found unconstitutional, that finding shall not affect any provision or application of this section not so adjudicated.

Analysis of Appropriations Language

Addition: Provided further, That, in addition to any amounts that are otherwise available (or authorized to be 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 in furtherance of the purposes in section 1701 of title I of the 1968 Act:

Allows for up to three percent of program funding to be used for research, evaluation or statistical activities, in addition to any other funding appropriated or available for these purposes.

Addition: of which up to $3,000,000 shall be available to enhance the ability of tribal government entities to access, enter information into, and obtain information from, federal criminal information databases as authorized by section 534 of title 28, United States Code (including the purchase of equipment and software, and related maintenance, support, and technical assistance for such entities in furtherance of this purpose), and to reimburse the "General Administration, Justice Information Sharing Technology" account for the expenses of providing such services to tribal government entities

Sets aside up to $3,000,000 from Indian Country funding to support tribal access to federal criminal information systems.

Deletion: [(3) $7,000,000 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; and]

Eliminates funding for the COPS Anti-Methamphetamine Program.

Deletion: [(4) $7,000,000 is for competitive grants to statewide law enforcement agencies in States with high rates of primary treatment admissions for heroin and other opioids: *Provided*, That these funds shall be utilized for investigative purposes to locate or investigate illicit activities, including activities related to the distribution of heroin or unlawful distribution of prescription opioids, or unlawful heroin and prescription opioid traffickers through statewide collaboration.]

Eliminates funding for the Anti-Heroin Task Forces Program.

Addition: Section 219. DHS and DOJ are requesting an amendment to 8 U.S.C. 1373 to: 1) expand the scope to prevent State and local government officials from prohibiting or restricting any government law enforcement entity or official from complying with a lawful civil immigration detainer request; and 2) authorize DHS and DOJ to condition certain grants and cooperative agreements on requirements that recipients agree to cooperate with specific Federal immigration enforcement activities and requests.

(CANCELLATION)

Of the unobligated balances from prior year appropriations available under this heading, $10,000,000 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. (Department of Justice Appropriations Act, 2016.)

IV. Program Activity Justification

A. Community-Oriented Policing

Community Oriented Policing	Direct Pos.	Estimate FTE	Amount
2016 Enacted	188	118	212,000,000
2017 Continuing Resolution	188	118	22,618,000
Adjustments to Base and Technical Adjustments	(86)	(16)	10,979,000
2018 Current Services	102	102	211,597,000
2018 Program Increases	0	0	20,377,000
2018 Program Offsets	0	0	(13,974,000)
2018 Request	102	102	218,000,000
Total Change 2017-2018	0	0	0

Community Oriented Policing	Direct Pos.	Estimate FTE	Amount
COPS MANAGEMENT AND ADMINISTRATION:			
2016 Enacted	188	118	37,374,000
2017 Continuing Resolution	188	118	37,302,952
Adjustments to Base and Technical Adjustments	(86)	(16)	0
2018 Current Services	102	102	37,302,952
2018 Program Increases	0	0	0
2018 Program Offsets	0	0	0
2018 Request	102	102	37,302,552
Total Change 2017-2018	0	0	0

COPS Office- Information Technology Breakout (of Decision Unit Total)	Direct Pos.	Estimate FTE	Amount
2016 Enacted			8,308,199
2017 Continuing Resolution			9,414,561
Adjustments to Base and Technical Adjustments			525,123
2018 Current Services			9,939,684
2018 Program Increases			0
2018 Program Offsets			0
2018 Request			9,939,684
Total Change 2017-2018			0

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 resources to enhance public safety and meet existing and changing priorities within their communities. COPS initiatives are grouped into two primary activities: *Supporting Law Enforcement by Advancing Community Policing through Grant Resources*, and *Advancing Community Policing through Knowledge Resources and Technical Assistance*.

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 and Technical Assistance 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; providing targeted technical assistance to address issues and promote reform; 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.

a. 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 2018 through the awarding of grants under the COPS Hiring Program.

Office of Community Oriented Policing Services

COPS Hiring Program (CHP)

Funding

FY 2018 request:	$207.0M*
FY 2017 CR:	$186.6M*
Difference:	$20.4M

* This amount includes set-asides totaling $50M.

Officers Funded ■ **Officers Requested** ■

Year	Officers Funded	Officers Requested
2016	918	3,319
2015	915	3,083
2014	944	3,469
2013	955	4,427
2012	800	3,780
2011	1,021	8,999

Program Description

Purpose: This program aims to increase the capacity of law enforcement agencies to implement community policing strategies that strengthen partnerships for safer communities and enhance law enforcement's capacity to prevent, solve, and control crime through funding for additional officers. CHP provides funding for entry-level salary and benefits of newly hired or rehired (as a result of layoffs) community policing officer positions over 3 years.
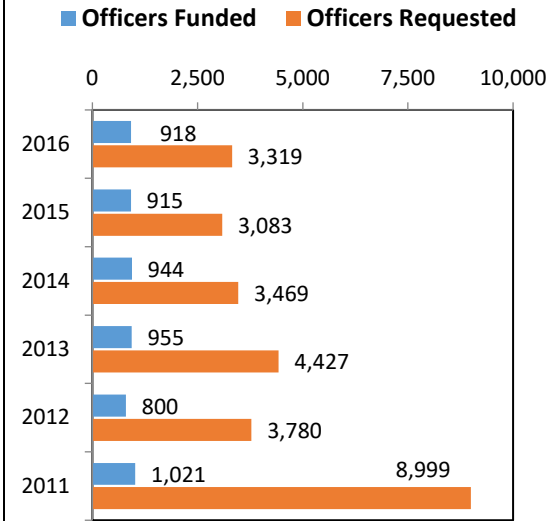
Authorizing legislation: Omnibus Crime Control and Safe Streets Act of 1968, as amended (42 USC 3758)

First year of appropriation: 1995 (as the Universal Hiring Program)

Who can apply for funding and how funds are distributed: U.S. state, local, and tribal law enforcement agencies with primary law enforcement authority may apply for 3-year discretionary awards with a maximum award cap of $125K per funded position. A local match of 25% is required unless waived by the Attorney General based on fiscal need.

What the Program Is Trying to Achieve

When used to promote community policing, increased law enforcement capacity has been shown to help police gather information about crime and disorder problems, understand the nature of the problems, and solve specific crimes. Moreover, law enforcement agencies are more effective when they adopt policies and practices that promote fairness, legitimacy, and positive community partnerships. Measurable goals include the following:

- Enhance the capacity of law enforcement agencies to implement community policing strategies.

- Promote partnerships between law enforcement agencies and community stakeholders for the purpose of crime reduction and related problem solving.

- Encourage law enforcement agencies to consider organizational changes which will enhance their capacity to implement community policing strategies.

Accomplishments

- **Capacity building:** Since 1994, CHP funded ~130,000 law enforcement officer positions to support increasing the capacities of agencies to effectively do community policing. This involves identifying where the changes are required within an organization and how to best effect those changes through knowledge, skills, and learning experiences

- **Partnerships:** As of January 2017, active CHP grantees reported 1,834 active partnerships with various community stakeholders for the purpose of advancing community policing practices. The types of partners reported by CHP grantees represent a wide cross section of the affected communities. Some of the most common partners include the following:

CHP Five-Year Budget Authority
($ in millions)

Fiscal Year	Amount
FY14	$151.0
FY15	$134.5
FY16	$187.0
FY17 CR	$186.6
FY18 (est)	$207.0

FY 2016 CHP Officers Funded by Priority Area*

Priority Area	Officers
Homicide / gun violence	225
School resource officers	59
Building trust	497
Homeland security	28
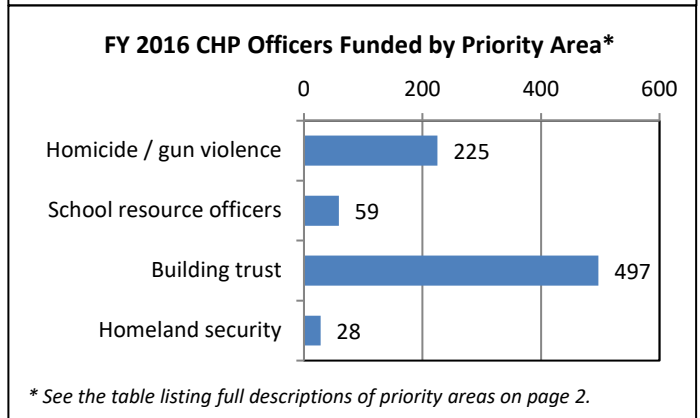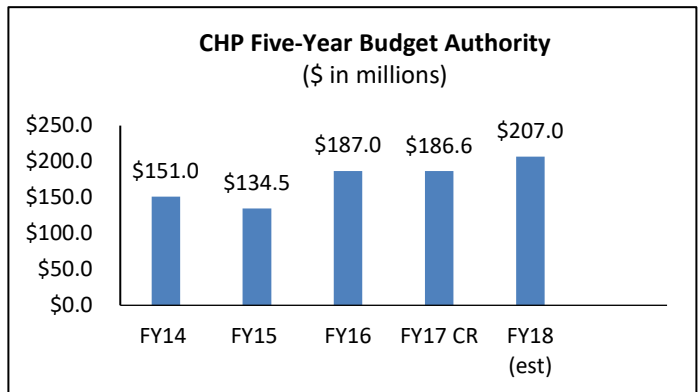
See the table listing full descriptions of priority areas on page 2.

- o Educational institutions
- o Faith-based organizations
- o Community groups and home associations
- o Mental health professionals and advocates
- o Substance abuse professionals and advocates
- o Civic and business organizations

- **Organizational change:** As of January 2017, active CHP grantees cited 1,526 examples where positive organizational changes have been successfully implemented or are in progress. Changes are tracked in two broad categories: agency management and personnel management. These changes are intended to help sustain and institutionalize community partnerships and proactive problem-solving efforts. Some of the most common changes reported include the following:
  - o Creating or enhancing an agency's mission, vision, and goals to reflect the core values of community policing
  - o Recruitment and hiring practices that reflect an orientation toward community engagement
  - o Training programs that teach and test community engagement and problem-solving skills
  - o Performance measurement systems that include community policing metrics
  - o Increased level and frequency of communication with community members on crime problems

Application and Award History

($ in millions)	FY 2014	FY 2015	FY 2016	FY 2017 CR (est)	FY 2018 (est)
Amount available for funding / amount appropriated	$151.0M	$134.5M	$137.0M	$136.6M	$157.0M
Total funding awarded^	$123.9M	$113.7M	$119.3M	$111.5M	$124.0M
Number officers requested	3,469	3,083	3,319	TBD	TBD
Percentage of applications funded	27%	30%	28%	TBD	TBD

^ Total funding awarded excludes amounts used for management and administration, peer review, or other authorized purposes. It also excludes program set-asides as follows: Community Policing Development; Indian Country; and Collaborative Reform.

Description of CHP FY 17 Priority Funding/Preference Areas

Funding area	Description: Problem or focus area to be selected by the agency
Violent crime	Includes homicide, assault, rape, robbery, gun violence, domestic violence, human trafficking, criminal gangs, drug manufacturing, drug dealing, and drug trafficking problem areas
Homeland security	Includes problems of protecting critical infrastructure and intelligence gathering
Illegal immigration	Partnering with federal law enforcement to combat illegal immigration through information sharing, 287(g) partnerships, task forces, and honoring detainers
Military veterans	Agencies that commit to hiring at least one post-9/11 military veteran who served a minimum of 180 consecutive days
Catastrophic events	Agencies that have experienced a catastrophic event including a natural disaster, mass shooting, bombing, unusually large increase in the number of homicides, and other unusual circumstances that have adversely impacted their law enforcement personnel resources
Safe harbor legislation	Agencies that reside in states with certain anti-human trafficking laws that treat minors engaged in commercial sex as victims (referred to as "safe harbor" laws) or permit individuals to vacate arrest or prosecution records for non-violent offenses as a result of being trafficked

For additional information, please visit the COPS Office's "COPS Hiring Program" web page, http://www.cops.usdoj.gov/Default.asp?Item=2367.

Office of Community Oriented Policing Services

Indian Country: Tribal Resources Grant Program (TRGP)

Funding

FY 2018 request:	$30.0M (CHP set-aside)
FY 2017 CR:	$29.9M (CHP set-aside)
Difference:	$0.1M

FY 2016 TRGP Funding
($ in millions)

- $7.7 — ■ TRGP – Hiring and anti-meth
- $16.8 — ■ TRGP – Equipment/training and anti-meth

Program Description

Purpose: This comprehensive program is intended to expand the implementation of community policing and to meet the most serious needs of law enforcement in tribal nations. TRGP funding can be used for newly hired or rehired career law enforcement officers and village public safety officers as well as to procure basic equipment and training to assist in initiating or enhancing tribal community policing efforts.

Authorizing legislation: Created through U.S. Department of Justice (DOJ) appropriation acts

First year of appropriation: 1999
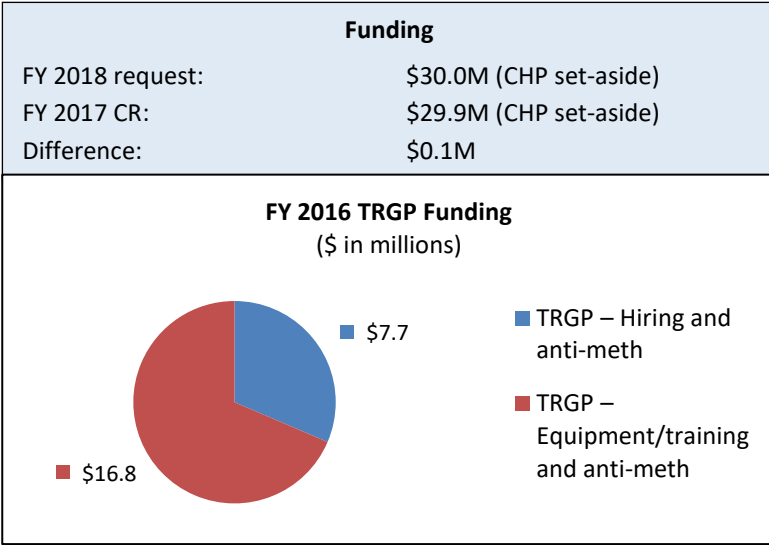
Who can apply for funding and how funds are distributed:

Activity	Who can apply for funding	Award type	Award periods
Training/ equipment	Federally recognized tribes	Grant	3-year discretionary periods
Hiring	Federally recognized tribes	Grant	3-year discretionary periods
Anti-methamphetamine activities	Federally recognized tribes	Grant	3-year discretionary periods
Training and technical assistance	Profit and nonprofit institutions and institutions of higher education	Award or cooperative agreement	2- year discretionary periods

**TRGP Program
Five-Year Budget Authority**
($ in millions)
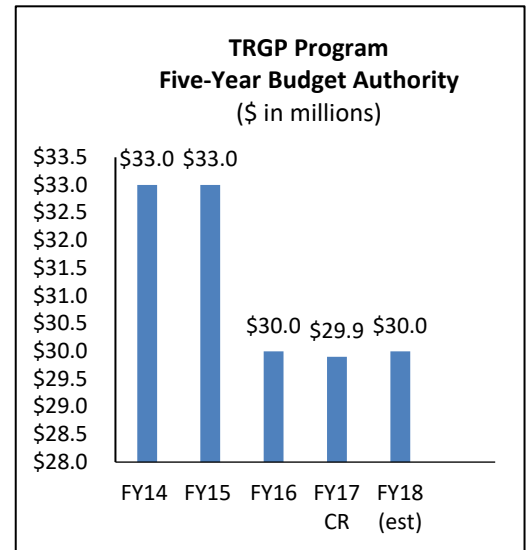
What the Program Is Trying to Achieve

This program aims to support the tribal community by in addressing their public safety needs by:

- Collaborating with other Coordinated Tribal Assistance Solicitation (CTAS) components and participating in annual grants consultations with the tribal community to provide grantee assistance and collect and incorporate tribal leaders' feedback into the CTAS solicitation process;

- Advancing community policing in tribal law enforcement agencies, including enhancing partnerships, problem solving, and organizational transformation activities;

- Providing tribes training and technical assistance to meet their public safety needs on topics such as community policing, partnerships, and problem solving; drug-endangered children; executive leadership; youth leadership; regional collaboration; methamphetamines; and Public Law 280 partnerships;

- Addressing tribes' primary law enforcement challenges by providing federal assistance for hiring personnel, as well as equipment and technology upgrades.

Accomplishments

- Awarded over $200M to 186 tribal communities since 2010.

- Since 2010, TRGP has been implemented through CTAS, a coordinated effort among the COPS Office, OJP, and OVW. Tribal leaders and applicants have indicated that CTAS has resulted in a more strategic and effective application submission process. For example, 64% of 2016 CTAS assessment respondents indicated they were very satisfied or satisfied with the CTAS process.

- The TRGP hiring and equipment/training purpose area has been the most requested CTAS funding area since 2010. For FY 2017, out of 519 applications received for 9 purpose areas, 139 were for TRGP hiring and equipment/training.

- In 2010, DOJ began a National Crime Information Center (NCIC) Access Pilot Project to support the purchase of systems, system support, and technical assistance to facilitate tribal access to law enforcement sharing systems. The pilot project has helped approximately 20 tribes to more effectively serve and protect their nation's citizens by ensuring the exchange of critical data in the Criminal Justice Information Services (CJIS) systems. TAP (Tribal Access Program) is an outgrowth of the pilot and the result of collaboration across the Department with BIA and tribes. TAP expands access to all national crime information databases to all authorized tribal civil and criminal justice agencies. In December 2016, 11 new tribes were selected to participate in TAP.

Examples of Impact of TRGP Awards

- **Ysleta del Sur Pueblo:** The tribal community recently experienced an influx of criminal activity. Because of their checkerboard land configuration and much of the crime being attributed to non-tribal community residents, jurisdictional challenges arose when trying to address the crimes. The tribal police department implemented community policing practices to enhance cross-jurisdictional collaboration and communication. Its strategies included earning specialized law enforcement commissions for tribal law enforcement officers; entering into a memorandum of understanding with the U.S. Border Patrol; establishing a more formal relationship with the U.S. Federal Bureau of Investigation; and educating tribal members and the community about the benefits of concurrent jurisdiction. In 2015, the tribal police department reached out to community and tribal members through regular tribal meetings, fliers, knock and talks, elder center visits, school visits, and emergency meetings as needed, to discuss sovereignty concerns in establishing these formal partnerships. In part, this award increased the tribe's collaboration and facilitated communication with the El Paso County Sheriff's Office and resulted in the establishment of an MOU with the U.S. Border Patrol, which led to new specific collaborative crime prevention efforts.

- **Gun Lake Department of Public Safety (Match-e-be-nash-she-wish Band of Pottawatomi):** In 2015, the Gun Lake Department of Public Safety invoked the power of family, an integral tradition of the Gun Lake Tribe, to increase community trust through casual and informal programs and events with tribe members. These included a ride-along program, an intern program, educational programs, and a bike rodeo. Since beginning these programs, more families have interacted with the department of public safety in person and through social media. The community's response has boosted officer morale.

- **La Jolla Band of Luiseño Indians:** The tribal police department's record management services' data showed a high volume of calls involving domestic violence (a majority of which were related to alcohol and drug abuse). The department raised community awareness of these issues through a variety of programs, including Lunch with Cops, elder outreach, First Responders Day, and Youth and the Law Day. The department established a formal partnership with the tribe's Avellaka Program, which is dedicated to educating the community and organizing social change related to sexual assault, domestic and dating violence, and stalking. The Avellaka Program upholds the tribe's authority as a sovereign Indian nation to protect its female citizens by creating laws, policies, and protocols and by providing advocacy services to counter intimate partner violence within the tribe. According to the tribe, as a result of these efforts, they have observed a decrease in calls for service directly related to domestic violence and alcohol and substance abuse.

Application and Award History

($ in millions)	FY 2014	FY 2015	FY 2016	FY 2017 CR (est)	FY 2018 (est)
Amount available for funding / amount appropriated	[$33.0M]	[$33.0M]	[$30.0M]	[$29.9M]	[$30.0M]
Total funding awarded^	$26.9M	$27.8M	$24.5M	$24.4M	$24.5M
Number of applications	152	144	137	137	137
Number of awards	79	73	82	82	82
Percentage of applications funded	38%	40%	41%	41%	41%

^ Total funding awarded does not include funds used for management and administration, peer review, or other authorized purposes.

For additional information, please see *Public Law 280 and Law Enforcement in Indian Country—Research Priorities*, Research in Brief (Washington, DC: National Institute of Justice, Dec. 2005), https://www.ncjrs.gov/pdffiles1/nij/209839.pdf; "Coordinated Tribal Assistance Solicitation (CTAS)," COPS Office, http://www.cops.usdoj.gov/Default.asp?Item=2489; "Tribal and Alaskan Native Training and Technical Assistance," COPS Office, http://www.cops.usdoj.gov/Default.asp?Item=2621.

b. Activity: Supporting Law Enforcement by Advancing Community Policing through Knowledge Resources and Targeted Technical Assistance

The COPS Office, with its mission to advance community policing, has always emphasized the importance of the development of practical knowledge and research about all aspects of community level public safety issues and problems, and then providing training and technical assistance to the law enforcement field and the communities they serve to address those issues. Since 1994, training has provided the foundational knowledge of the tenets of community policing – community engagement, problem solving, and organizational change. Technical assistance allows agencies and the community to apply these concepts to their own unique crime issues.

The evolution of these services has always been current with the emerging issues for communities and the providing of public safety services. Early in COPS history, training was provided to COPS hiring grantees to help them understand the foundations of community policing and how those concepts could be integrated and fundamentally change traditional police work. After about five years, a more local approach was needed addressing implementation challenges, so a regional training and technical assistance effort, with educational and community partners, brought about a change in the way law enforcement engaged the community. The COPS Office itself continued to grow in the topics it explores and the products it provides. To date, the COPS Office has disseminated over eight 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, developing and enhancing trust, countering violent extremism, school safety, crime analysis, implementing technology solutions such as video and body cameras, and partnership building. These topics have not only been delivered in print and electronic publications, but in convened meetings, webinars, podcasts, and through a YouTube Channel.

In 2012, the COPS Office engaged in a demonstration assessment effort with the Las Vegas Metropolitan Police Department to address officer involved shootings and the resulting community mistrust. This assessment report, containing substantive and comprehensive recommendations for reform, as well as the subsequent follow-up technical assistance, formed the foundation of the now institutionalized Collaborative Reform Initiative for Technical Assistance (CRI-TA). This initiative has provided a voluntary means for law enforcement to engage in reform with their community, while they receive expert technical assistance from the Department of Justice. As described in the subsequent materials, CRI-TA has become a foundational tool that the COPS Office now has to offer, to use the tenets of community policing as the conversation to the path of reform.

The following chart reflects the evolution of how the COPS Office provides technical assistance support. This support ranges from the development and distribution of knowledge products on various innovative and critical community policing topics to targeted, in-depth assistance on specific topics under Critical Response, to individual law enforcement agencies engaging in a process designed to promote the organizational change necessary to achieve a high level of community policing implementation and promote community trust.

COPS Office Technical Assistance (TA) Support Continuum	Assessment Models			
	Basic	**Grantee Resources**	**Critical Incident Review**	**Collaborative Reform Initiative**

Description of Technical Assistance	• Demonstration projects to establish best or promising practices
	• Printed TA materials, toolkits, and guides
	• Podcasts
	• Webinars
	• Conference calls:
	  ○ As grantee cohorts
	  ○ With subject matter experts (SMEs)
	• COPS Staff outreach through:
	  ○ Phone calls
	  ○ Visits
	• COPS Response Center/ Resource Information Center
		• On-site technical assistance
		• Customized technical assistance
		• Limited in scope
		• Coordinated with other DOJ components
			• Collect and review real data for context on a specific incident/ 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
				• 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

Sample Target Populations (all with a national audience)	• Law Enforcement Profession • Community Stakeholders • Grantees • Conference Attendees	• New Orleans, LA • CHP Grantees	• Detroit, MI • Seattle, WA • Pasco, WA • San Diego, CA • Ferguson, MO • Tampa, FL • Minneapolis, MN • San Bernardino, CA • Orlando, FL	• Las Vegas, NV *(completed 2014)* • Spokane, WA • Philadelphia, PA • St. Louis Co., MO • Fayetteville, NC • Salinas, CA • Calexico, CA • Milwaukee, WI • San Francisco, CA • N. Charleston, SC • Chester, PA • Fort Pierce, FL • Memphis, TN
Funding	• CPD Solicitation Projects	• CPD Solicitation Projects • Targeted Awards	• CPD Solicitation Projects • Targeted Awards	• Collaborative Reform Solicitation Projects

Office of Community Oriented Policing Services

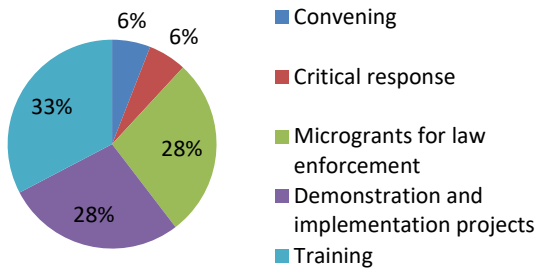## Community Policing Development (CPD)

Funding

FY 2018 request: $10.0M*
FY 2017 request/enacted: $9.9M*
Difference: $0.1M

* CHP set-aside.

FY 2016 Awards by Project Type

- 6% Convening
- 6% Critical response
- 28% Microgrants for law enforcement
- 28% Demonstration and implementation projects
- 33% Training

Program Description

Purpose: This program develops the capacity of law enforcement to implement community policing strategies, to build knowledge about effective practices and outcomes, and to support creative approaches to preventing crime and promoting safe communities through cooperative agreements, technical assistance, and publications.

Authorizing legislation: Public Safety Partnership and Community Policing Act of 1994, 42 U.S.C. Section 3796dd(d).

First year of appropriation: 1995

Who can apply for funding and how funds are distributed: Public governmental agencies, profit and nonprofit institutions, institutions of higher education, community groups, and faith-based organizations may apply for 1- to 2-year discretionary awards.

What the Program Is Trying to Achieve

- **Microgrants for law enforcement:** This initiative supports innovative, experimental community policing ideas of state, local, and tribal law enforcement agencies. It offers real-world "test-beds" for small-scale innovation and experimentation and provides seed funding to advance law enforcement agencies' noteworthy community policing efforts.

- **Critical Response technical assistance:** Targeted technical assistance is provided to law enforcement agencies dealing with events, incidents, or sensitive issues of varying need via peer-to-peer exchanges; strategic planning development; and in-depth review, analysis, and recommendations on a specific issue.

- **Demonstration and implementation projects:** These projects help develop, implement, and document larger scale innovative projects, and support the replication of models across the policing profession.

- **Convening:** The COPS Office leverages its power of bringing together law enforcement and critical stakeholders around emerging and vital issues facing policing, documenting discussions for national dissemination.

- **Training:** This allows the office to be responsive to some of the most significant training needs of the field, supporting the development and delivery of both classroom and online training free of charge to law enforcement agencies nationwide.

Accomplishments of CPD

- **Microgrants for law enforcement:** In FY 2016, the COPS Office for the third year provided funding to 10 agencies to implement innovative projects to improve police-youth relations, officer wellness, community engagement, and re-entry, among other topics. Lessons learned from microgrant experiences are also disseminated to the field as part of promoting

CPD Program Five-Year Budget Authority
($ in millions)

FY	Amount
FY14	$5.0
FY15	$7.5
FY16	$10.0
FY17 CR	$9.9
FY18 (est)	$10.0
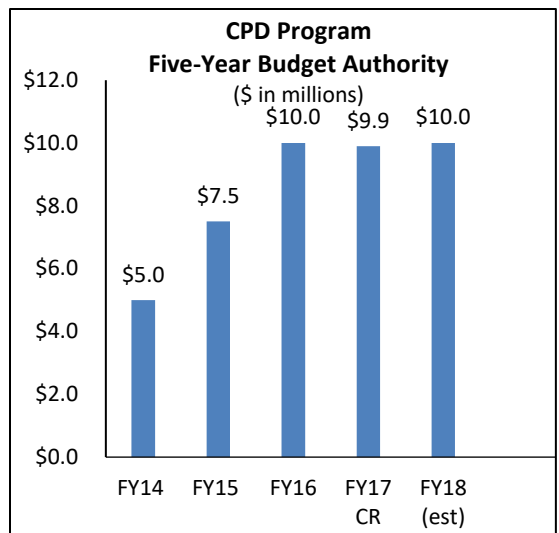
promising practices: e.g., the FY 2016 release of the Salt Lake City Homeless Outreach Service Team (HOST).[3]

- **Critical Response technical assistance:** These projects yield timely assessments and after-action reports to critical incidents at the request of the agencies. By sharing the lessons learned through a non-punitive peer review process, agencies around the country are able to prepare for similar events. Other projects include facilitating peer assistance to law enforcement agencies. For example, to assist the Cleveland (Ohio) Police Department as they prepared to host the 2016 Republican National Convention, the COPS Office hosted a roundtable with police executives who had overseen previous mass gatherings.

- **Demonstration and implementation projects:** Through demonstration projects, case studies, and literature reviews related to innovative efforts, the COPS Office is able to collect, assess, and disseminate information about critical topics that law enforcement agencies nationwide can use to inform policy and practice. Based on these projects, the Office has distributed nearly 8 million publications to law enforcement agencies and stakeholders. In FY 2016, the Office developed 51 publications around topics including officer safety, youth violence prevention, drug market interventions, community partnerships, preventing violent extremism, drug-endangered children, and unmanned aircraft systems. In FY 2016, notable releases included *The State of Policing in the United States; The Effects of COPS Office Funding on Sworn Force Levels, Crime, and Arrests; Preparing for the Unimaginable: How Chiefs Can Safeguard Officer Mental Health Before and After Mass Casualty Events;* and *Deadly Calls and Fatal Encounters: Analysis of U.S. Law Enforcement Line-of-Duty Fatalities.*

- **Convening:** The emerging issue forums convene law enforcement agencies, stakeholder organizations, criminal justice practitioners, and policy makers from around the country to gain perspectives on current issues impacting the field in the area of community policing and to discuss and identify promising practices to those issues. The COPS Office conducted 12 forums in FY 2015 on topics including issues facing rank-and-file officers, the opioid crisis, risk management, hiring and retention of officers, and response to mass demonstrations.

- **Training:** The COPS Office has developed and funded critical training curricula such as leadership, diversity and inclusion, procedural justice, veteran de-escalation, drug-endangered children, police training officer (PTO) training, and school resource officer training. This has allowed the office to be responsive to the training needs within the field and to provide classroom and online training options that are free of charge to law enforcement agencies. In FY 2016 alone, more than 9,300 law enforcement officers received training at no cost to them through the CPD program at a cost to the government of less than $100 per officer trained. in FY 2015, COPS-sponsored classroom training was on average rated better than 4 out of 5 by participants.

Application and Award History

($ in millions)	FY 2014	FY 2015	FY 2016	FY 2017 CR (est)	FY 2018 (est)
Amount available for funding / amount appropriated	[$5.0M]	[$7.5M]	[$10.0M]	[$9.9M]	[$10.0M]
Total funding awarded^	$5.0M	$7.5M	$8.5M	$8.1M	$7.9M
Average award amount	$0.22M	$0.18M	$0.19M	$0.19M	$0.19M
Number of applications	158	203	278	TBD	TBD
Number of awards	33	66	36	36	36
Percentage of applications funded	21%	33%	12.9%	TBD	TBD

^ Total funding awarded for FY 2016–2017 excludes amounts used for management and administration, peer review, or other authorized purposes.

Note: In FY 2014–2018, this program is requested as a CHP set-aside.

For additional information, please visit the COPS Office's "Community Policing Development" web page, http://www.cops.usdoj.gov/default.asp?Item=2450.

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[3] Salt Lake City Police Department, *Salt Lake City Police Department Homeless Outreach Service Team (HOST) Program Overview* (Washington, DC: Office of Community Oriented Policing Services, 2016), https://cops.usdoj.gov/RIC/Publications/cops-w0816-pub.pdf.

Office of Community Oriented Policing Services

Collaborative Reform Initiative for Technical Assistance (CRI-TA)

Funding

FY 2018 request:	$10.0M*
FY 2017 request/enacted:	$9.9M*
Difference:	$0.1M

* CHP set-aside.

Law Enforcement Agencies (LEA) Initiating CRI-TA, 2011– 2016
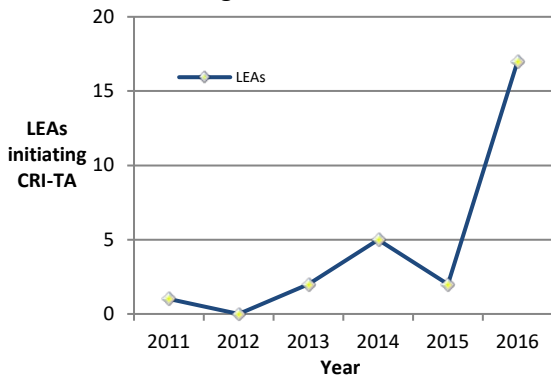

Program Description

Purpose: This program advances community policing and organizational transformation through the delivery of direct technical assistance to law enforcement agencies nationwide. CRI-TA assists law enforcement agencies and the communities they serve by conducting an in-depth operational assessment, including policies, practices, training, tactics, and systems of accountability and helping to implement reforms that advance community policing.

Key program features include it being independent but non-adversarial; voluntary and proactive on the part of the law enforcement agency; and transparent through public reporting, meaning the local community is aware of the process and outcomes and the broader, national community can learn from those local efforts. Through CRI-TA, the field can improve policies and practices on critical issues that affect public trust such as use of force, deadly force investigative models, transparency, and collaborative decision-making.

Authorizing legislation: Public Safety Partnership and Community Policing Act of 1994, 42 U.S.C. Section 3796dd(d).

First year of appropriation: 2014

Who can apply for funding and how funds are distributed: For-profit and nonprofit institutions, universities, and colleges may apply for awards as technical assistance providers that would support multiple CRI-TA sites. Each site would be supported for a 2-year period. The awards are made as contracts or cooperative agreements via a competitive process.

What the Program Is Trying to Achieve

The overarching goal of CRI-TA is to proactively work with law enforcement agencies and the communities they serve to implement and sustain reforms that improve community policing practices, transparency, professionalism, accountability, and public trust.

To meet the demand from the field in 2018, the COPS Office plans to continue the expansion of CRI-TA. This effort will include continuing to document practices and implementation strategies for agencies and communities of various sizes, demographics, and challenges, and to identify and engage with law enforcement agencies that model best practices, as well as agencies that are in need of significant assistance. The ultimate goal is to build an active community of practice for successful law enforcement reform.

Accomplishments

The CRI-TA program has expanded nationally and has been initiated with 31 agencies in 21 states, including large municipal agencies, sheriffs' departments, tribal law enforcement, and state highway patrol. Agencies with as few as 30 and as many as 6,600 sworn officers are participating in the program. Approximately 11M of the U.S. population are served by the law enforcement agencies participating in CRI-TA. [4] Accomplishments include the following:

- Eight (8) assessment reports have been completed, providing roadmaps for reform to law enforcement agencies and communities in need.

CRI-TA Program Five-Year Budget Authority ($ in millions)

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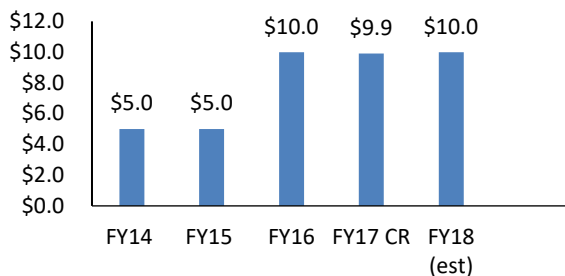
[4] Estimate based on 2015 U.S. Census Bureau population figures for each participating jurisdiction.

- The COPS Office has made a total of 944 recommendations to law enforcement agencies that advance community policing, transparency, operational efficiency, accountability, and building public trust.
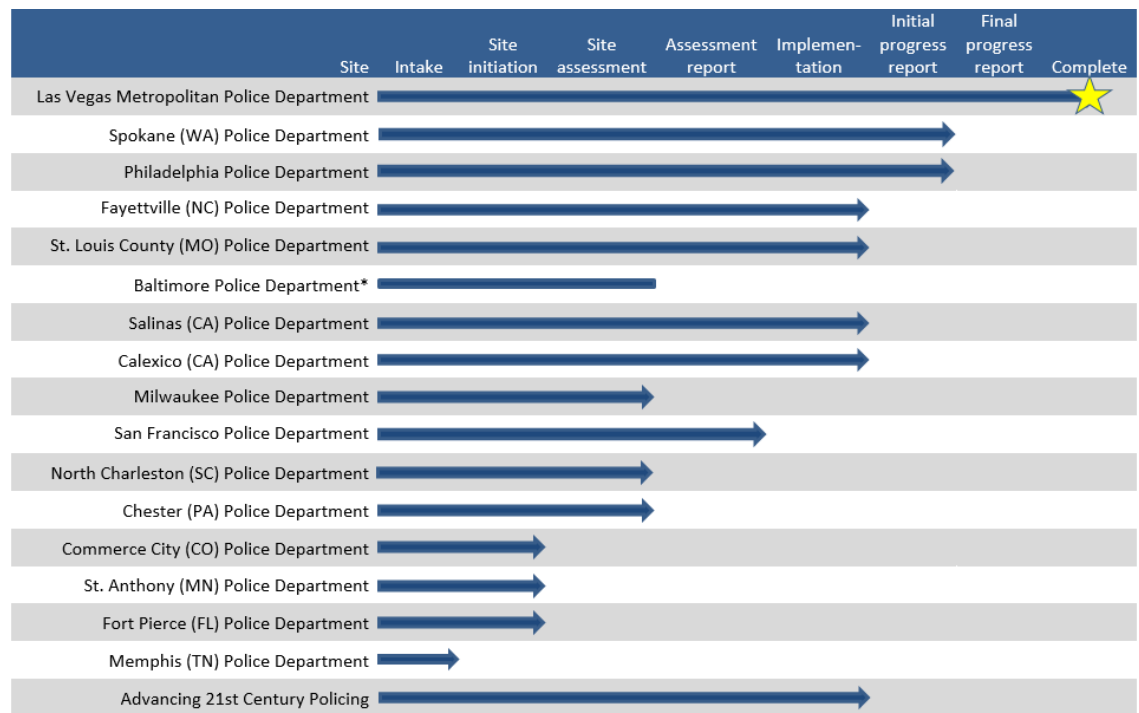
- Four (4) progress reports are completed, providing transparent updates to the law enforcement agencies and communities they serve.

- The Las Vegas Metropolitan Police Department achieved a 90% completion rate of reforms from CRI-TA.[5]

- The Spokane Police Department has completed or made progress on 76% of the reforms from CRI-TA, while technical assistance continues with that agency.[6]

- The Philadelphia Police Department has completed or made progress on 90% of reforms from CRI-TA, while technical assistance continues with that agency.[7]

- The COPS Office has initiated an evaluation from outside experts on the CRI-TA program processes and outcomes.

CRI-TA Site Progress

Site	Intake	Site initiation	Site assessment	Assessment report	Implemen-tation	Initial progress report	Final progress report	Complete
Las Vegas Metropolitan Police Department								★
Spokane (WA) Police Department								
Philadelphia Police Department								
Fayettville (NC) Police Department								
St. Louis County (MO) Police Department								
Baltimore Police Department*								
Salinas (CA) Police Department								
Calexico (CA) Police Department								
Milwaukee Police Department								
San Francisco Police Department								
North Charleston (SC) Police Department								
Chester (PA) Police Department								
Commerce City (CO) Police Department								
St. Anthony (MN) Police Department								
Fort Pierce (FL) Police Department								
Memphis (TN) Police Department								
Advancing 21st Century Policing								

* During the data collection phase of the Baltimore, Maryland, site, the U.S. Department of Justice's Civil Rights Division (CRT) began a pattern and practice investigation into the agency. At this point, the CRT became the lead agency working with the police department, and the COPS Office's work transitioned to solely providing technical assistance to the department in conjunction with the CRT.

Application and Award History

($ in millions)	FY 2014	FY 2015	FY 2016	FY 2017 CR (est)	FY 2018 (est)
Amount available for funding / amount appropriated	[$5.0M]	[$5.0M]	[$10.0M]	[$9.9M]	[$10.0M]
Total funding awarded^	$5.0M	$5.0M	$8.1M	$8.1M	$7.9M
Number of applications	10	3	4	4	4
Number of LE agencies supported	7	7	21	21	21

^ Total funding awarded excludes amounts used for management and administration, peer review, or other authorized purposes.

For additional information, please visit the COPS Office's "Collaborative Reform" web page, http://www.cops.usdoj.gov/Default.asp?Item=2807.

[5] *Collaborative Reform Model: Final Assessment Report of the Las Vegas Metropolitan Police Department* (Washington, DC: COPS Office, 2014), https://cops.usdoj.gov/RIC/Publications/cops-p287-pub.pdf.

[6] *Six-Month Assessment Report on the Spokane Police Department*, Collaborative Reform Initiative (Washington, DC: COPS Office, 2015), https://cops.usdoj.gov/RIC/Publications/cops-w0789-pub.pdf.

[7] *Six-Month Assessment Report on the Philadelphia Police Department*, Collaborative Reform Initiative (Washington, DC: COPS Office, 2015), https://cops.usdoj.gov/RIC/Publications/cops-w0792-pub.pdf.

2. Performance Tables

PERFORMANCE AND RESOURCES TABLE

Decision Unit: Community Oriented Policing Services

RESOURCES	Target	Actual	Projected	Changes	Requested (Total)
Workload	**FY 2016**	**FY 2016**	**FY 2017**	**Current Services Adjustments and FY 2018 Program Changes**	**FY 2018 Request**
Number of new awards made in FY	535	319	319	8	319
Number of grants closed out in FY	475	467	450	(375)	75

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
	118	212,000	118	212,000	118	200,618	(16)	9,382	102	218,000

RESOURCES		Target	Actual	Projected	Changes	Requested (Total)
TYPE	**PERFORMANCE**	**FY 2016**	**FY 2016**	**FY 2017**	**Current Services Adjustments and FY 2018 Program Changes**	**FY 2018 Request**

TYPE	**PERFORMANCE**	FTE	$000	FTE	$000	FTE	$000	FTE	$000	FTE	$000
Program Activity	**Supporting Law Enforcement by Advancing Community Policing Through Grant Resources**	104	191,151	104	191,151	104	179,769	(10)	(8,744)	94	171,025

TYPE	**PERFORMANCE**	FY 2016	FY 2016	FY 2017	Changes	FY 2018 Request
Performance Measure: 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	90%	63%	90%	0%	90%
Performance Measure: Output	Number of officers funded	11,778	11,888	12,781	1,241	14,022
Performance Measure: Output	Number of officers hired	10,422	9,878	11,410	854	12,264
Performance Measure: Outcome	Extend to which COPS grant funding (e.g. officers, equipment, technical assistance, etc.) has increased grantees' community policing capacity	75%	81%	75%	0%	75%

Program Activity	Advancing Community Policing through Knowledge Resources	FTE	$000	FTE	$000	FTE	$000	FTE	$000	FTE	$000
		14	20,849	14	20,849	14	20,849	(6)	26,126	8	46,975
Performance Measure: Output	Number of COPS knowledge resource products distributed	232,000		249,779		250,000		15,000		265,000	
Performance Measure: Output	Number of people trained	13,000		8,986		9,000		500		9,500	
Performance Measure: Output	Extend to which COPS knowledge resources (e.g. publications, podcasts, training, etc.) has increased grantees' community policing capacity	60%		75%		60%		0%		60%	
Performance Measure: Output	By 2017, increase by 40% the number of law enforcement officers and community members engaged in technical assistance and training activities supportive of community policing	10,440		13,500		12,528		N/A		Discontinued in FY18	

N/A = Data unavailable

* Denotes inclusion in the DOJ Annual Performance Plan

Definition, Validation, Verifications, and Limitations:

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.

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. This measure is per Fiscal Year.

Extent to which COPS knowledge resources (e.g. publications, podcasts, training, etc.) have increased grantees' community policing capacity: Grantees will rate the effectiveness of the COPS knowledge resources in increasing community policing capacity. Data will be collected on a periodic basis through grantee progress reports.

Extent to which COPS grant funding (e.g. officers, equipment, technical assistance, etc.) has increased grantees' community policing capacity: Grantees will rate the effectiveness of the COPS funding in increasing community policing capacity. Data will be collected on a periodic basis through grantee progress reports.

By 2017, increase by 40% the number of law enforcement officers and community members engaged in technical assistance and training activities supportive of community policing: Through training and technical assistance, COPS will strengthen relationships with the communities, and enhance law enforcement capabilities by constructing new foundations of trust, respect and mutual understanding. Data will be collected on a quarterly basis through various collection methods.

Strategic Objective	PERFORMANCE MEASURE TABLE									
	Decision Unit: Office of Community Oriented Policing Services									
	Performance Report and Performance Plan Targets		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	FY 2018
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	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 FY 15	New in FY 15	New in FY 15	42.2%	90%	63%	90%	90%
3.1	Output	Number of officers funded	8,005	8,979	9,951	10,931	11,778	11,888	12,781	13,768
3.1	Output	Number of officers hired	5,930	7,104	8,158	8,882	10,422	9,878	11,410	12,264
3.1	Output	Number of COPS knowledge resource products distributed	1,970,576	1,132,047	304,251	260,488	232,000	249,779	250,000	265,000
3.1	Output	Number of people trained	10,975	8,675	22,322	11,204	13,000	8,986	9,000	9,500
3.1	Outcome	Extent to which COPS grant funding (e.g. officers, equipment, technical assistance, etc.) has increased grantees' community policing capacity	New in FY 16	New in FY 16	New in FY 16	New in FY 16	75%	81%	75%	75%
3.1	Outcome	Extent to which COPS knowledge resources (e.g. publications, podcasts, training, etc.) have increased grantees' community policing capacity	New in FY 16	New in FY 16	New in FY 16	New in FY 16	60%	75%	60%	60%
3.1	Outcome	By 2017, increase by 40% the number of law enforcement officers and community members engaged in technical assistance and training activities supportive of community policing	New in FY 16	New in FY 16	New in FY 16	New in FY 16	10,440	13,500	12,528	Discontinued in FY18

N/A = Data unavailable

* Denotes inclusion in the DOJ Annual Performance Plan

3. Performance, Resources, and Strategies

The COPS Office is the primary source of federal funding for assisting state, local, and tribal law enforcement agencies, and the communities they serve, to advance community policing practices. The Office's grants, technical assistance, and training support 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 2018 Budget directly support the law enforcement community's efforts to prevent crime and more effectively address shifts in public safety needs as they arise.

a. Performance Plan and Report for Outcomes

In FY 2016, the COPS Office introduced three new outcome based performance measures: (1) Effectiveness rating of COPS funding (e.g., officers, equipment, technical assistance, etc.) in increasing community policing capacity of grantees, (2) Effectiveness rating of COPS knowledge resources (e.g., publications, podcasts, technical assistance, etc.) in increasing community policing capacity of grantees, and (3) Increase the number of law enforcement officers and community members engaged in technical assistance and training activities supportive of community policing to ensure police reform and produce an informed citizenry.

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) 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.

These measures demonstrate the COPS Office's commitment to use grant-making practices that promote public adoption of demonstrably effective community policing practices in the law enforcement field.

Accomplishments of the COPS Hiring Programs: 1994 to Present

From 1994 through 2016, approximately 130,000 community policing officer positions were funded by the COPS Office.

The COPS Office anticipates funding approximately 1,200 additional officer positions in FY 2018. This estimate does not take into account set-asides for management and administration costs.

b. Strategies to Accomplish Outcomes

The COPS Office continues to align grant and knowledge resources to enhance 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.

V. Program Increases by Item

A. Item Name: COPS Hiring Program (CHP)

Budget Appropriation: Community Oriented Policing

Organizational Program: COPS Hiring Program

Ranking: 1 of 2

Program Increase: **+$20,356,000 for a total funding of $207,000,000 (for CHP, as opposed to program set-asides)**

Positions **0** FTE **0**

Purpose: 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 (36 months). The proposal for the COPS Hiring Program in FY 2018 includes a maximum award cap of $125,000 and institutes a 25% local match requirement for all grantees. At the conclusion of 36 months of federal funding for each awarded officer position, the agency must retain the additional COPS-funded officer position(s) with state or local funds for a minimum of 12 months. The COPS Office anticipates funding ~990 community policing officer positions.

The FY 2018 request of $207 million is a $20 million increase above the FY 2016 Enacted level of $187 million. After programmatic set-asides, $187 million will be available for CHP grants.

Due in large part to budgetary constraints, law enforcement agencies are increasingly unable to achieve/maintain staffing levels necessary to fully pursue community policing practices that are known to reduce crime and increase trust between agencies and the communities they serve. Moreover, individual agencies may lack critical knowledge and tools that can help them adopt and implement successful community policing strategies.

Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

Rather than simply responding to crimes once they have been committed, community policing concentrates on preventing crime and eliminating the atmosphere of fear it creates. Earning the trust of the community members and making them stakeholders in their own safety enables law enforcement to better understand and address both the needs of the community and the factors that contribute to crime.

Who Can Apply for Funding: State, local, and tribal enforcement agencies that have primary law enforcement authority.

Allocation Method: Three-year discretionary awards. 25% local match requirement and an award cap of $125,000 per officer position. The Attorney General may waive the award cap and match based on fiscal need.

Budget Request: $207 million

	Pos	Agt/ Atty	FTE	Total ($000)	FY 2018 Net Annualization (change from 2017) ($000)	FY 2019 Net Annualization (change from 2018) ($000)
FY 2016 Enacted	0	0	0	187,000	0	0
FY 2017 CR	0	0	0	186,644	0	0
FY 2018 Current Services	0	0	0	186,644	0	0
Increases:						
Personnel	0	0	0	0	0	0
Non-Personnel	0	0	0	20,356	0	0
Grand Total	0	0	0	207,000	0	0

Consequences of Not Funding: CHP is designed to increase the capacity of law enforcement agencies to implement community policing strategies that strengthen partnerships for safer communities and enhance law enforcement's capacity to prevent, solve, and control crime through funding for additional officers. Without funding for the CHP program, the Department of Justice will not be in a position to actively promote and substantively support law enforcement agencies in implementing community policing practices, which support crime prevention and increased public trust.

Similar Programs: None

Proposed Legislative or Policy Changes: None

Anticipated Program Outcome(s):

- Increased capacity of law enforcement agencies to implement community policing strategies that strengthen partnerships for safer communities and enhance law enforcement's capacity to prevent, solve, and control crime through funding for additional officers.

- Implementation of community policing plans, in accordance with CHP application. CHP funded officers will be used to implement the plans.

B. Item Name: DEA Methamphetamine

Budget Appropriation: Community Oriented Policing

Organizational Program: DEA Methaphetamine

Ranking: 1 of 2

Program Increase: **+$21,000 for a total funding of $11,000,000**

Positions **0** FTE **0**

Purpose: This program 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. In FY 2018, the COPS Office requests $11 million to provide assistance to help stem clandestine methamphetamine manufacture and its consequences.

Who Can Apply for Funding: State and local law enforcement agencies.

Allocation Method: Reimbursable agreement between COPS and DEA for program administration by DEA.

Budget Request: $11 million

	Pos	Agt/ Atty	FTE	Total ($000)	FY 2018 Net Annualization (change from 2017) ($000)	FY 2019 Net Annualization (change from 2018) ($000)
FY 2016 Enacted	0	0	0	11,000	0	0
FY 2017 CR	0	0	0	10,979	0	0
FY 2018 Current Services	0	0	0	10,979	0	0
Increases:						
Personnel	0	0	0	0	0	0
Non-Personnel	0	0	0	21	0	0
Grand Total	0	0	0	11,000	0	0

Consequences of Not Funding: A lack of funding would result in insufficient resources needed by the DEA to meet the demands of state and local government for funding to combat the spread of methamphetamine labs. FY 2018 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.

Similar Programs: None

Proposed Legislative or Policy Changes: None

Anticipated Program Outcome(s):

- Prevent the spread of methamphetamine labs throughout the United states.

VI. Program Offsets by Item

A. Item Name: COPS Anti-Methamphetamine Program

Budget Appropriation: Community Oriented Policing

Organizational Program: COPS Anti-Methamphetamine Program

Ranking: 1 of 2

Program Decrease: Dollars **($6,987,000)**

                                  Positions **0** FTE **0**

Purpose: The COPS Anti-Methamphetamine Programs sought to address the growing problem of methamphetamine drugs by assisting state law enforcement agencies in collaboration with other service providers and stakeholders to:

- Establish or enhance existing comprehensive methamphetamine reduction efforts through coordinated investigation activities;

- Increase the use of community policing strategies (including problem-solving, partnerships, and organizational changes) to reduce the manufacture, distribution, and use of illicit drugs; and

- Increase the coordination, information sharing, and collaboration among local, state, and federal public and/or private entities involved in prevention, intervention/treatment, identification of drug endangered children and enforcement activities related to methamphetamine.

To ensure more streamlined efforts throughout the Federal government to combat this issue, and avoid duplicative efforts, no funding is requested in FY 2018 by the COPS Office for this program.

By redirecting this funding, the Department will be able to increase resources toward supporting other mission critical initiatives. The Department requests a $21K increase to the DEA Methamphetatime Lab Clean-Up, which provides a total of $11M in funding for this program, which is equal to the FY 2016 enacted level for this program.

Who Can Apply For Funding: N/A

Allocation Method: N/A

Budget Request: None

	Pos	Agt/ Atty	FTE	Total ($000)	FY 2018 Net Annualization (change from 2017) ($000)	FY 2019 Net Annualization (change from 2018) ($000)
FY 2016 Enacted	0	0	0	7,000	0	0
FY 2017 CR	0	0	0	6,987	0	0
FY 2018 Current Services	0	0	0	6,987	0	0
Decreases:						
Personnel	0	0	0	0	0	0
Non-Personnel	0	0	0	(6,987)	0	0
Grand Total	0	0	0	0	0	0

Consequences of Not Funding: In FY 2018, similar efforts will be supported by initiatives through other DOJ components.

Similar Programs: DEA Methamphetamine

Proposed Legislative or Policy Changes: N/A

Anticipated Program Outcome(s): N/A

B. Item Name: Anti-Heroin Task Forces

Budget Appropriation: Community Oriented Policing

DOJ 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.

Organizational Program: Anti-Heroin Task Forces

Ranking: 2 of 2

Program Decrease: Dollars **($6,987,000)**

Positions **0** FTE **0**

Purpose: This program provides grants to law enforcement agencies in States with high rates of primary treatment admissions for heroin and other opioids. The grants must be utilized for investigative purposes to locate or investigate illicit activities, including activities related to the distribution of heroin or unlawful distribution of prescription opioids, or unlawful heroin and prescription opioid traffickers through statewide collaboration. The COPS Office is not requesting FY 2018 funding for this program.

To ensure more streamlined efforts throughout the Federal government to combat this issue, and avoid duplicative efforts, no funding is requested in FY 2018 by the COPS Office for this program.

The Department redirect this funding to support other mission critical initiatives.

Who Can Apply For Funding: N/A

Allocation Method: N/A

Budget Request: None

	Pos	Agt/ Atty	FTE	Total ($000)	FY 2018 Net Annualization (change from 2017) ($000)	FY 2019 Net Annualization (change from 2018) ($000)
FY 2016 Enacted	0	0	0	7,000	0	0
FY 2017 CR	0	0	0	6,987	0	0
FY 2018 Current Services	0	0	0	6,987	0	0
Decreases:						
Personnel	0	0	0	0	0	0
Non-Personnel	0	0	0	(6,987)	0	0
Grand Total	0	0	0	0	0	0

Consequences of Not Funding: In FY 2018, similar efforts will be supported by initiatives through other DOJ components.

Similar Programs: DEA Heroin Enforcement Groups

Proposed Legislative or Policy Changes: None

Anticipated Program Outcome(s): N/A