U.S. Department of Justice

FY 2017 PERFORMANCE BUDGET

Office of Community Oriented Policing Services

Congressional Justification
2/9/2016

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I.   Overview of the Office of Community Oriented Policing Services

Introduction

In Fiscal Year (FY) 2017, the Office of Community Oriented Policing Services (COPS) requests a total of $286,000,000, 188 positions and 124 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 seven 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:

- $229 million for the COPS Hiring Program (CHP) to assist in hiring additional law enforcement professionals (both sworn and non-sworn personnel);
- $20 million for Community Policing Development as a set-aside within CHP funding;
- $38 million for Indian Country, which includes $15 million as a set-aside within CHP and $23 million as a separate line item;
- $5 million for a Diversity Initiative as a set-aside within CHP funding;
- $20 million for the COPS Office's Collaborative Reform Initiative for Technical Assistance (CRI-TA);
- $3 million for a Countering Violent Extremism (CVE) program; 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 2017. The funds will support 188 positions and 124 FTE; administrative and oversight costs of FY 2017 COPS programs and activities; and active grants associated with programs appropriated in prior fiscal years.

Background

The COPS Office was established in 1994 to assist state, local and tribal law enforcement agencies in enhancing effectiveness and building the capacity to advance 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:

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

- Other government agencies
- Community members/groups
- Nonprofits/service providers
- Private businesses
- Media

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

- Agency management
- Climate and culture
- Leadership
- Labor relations
- Decision-making

- Strategic planning
- Policies
- Organizational evaluations
- Transparency
- Organizational structure
- Geographic assignment of officers
- Despecialization
- Resources and finances
- Personnel
- Recruitment, hiring, and selection
- Personnel supervision/evaluations
- Training
- Information systems (Technology)
- Communication/access to data
- Quality and accuracy of data

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

- 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 2017, COPS Office will fulfill its mission of advancing public safety through community policing by continuing to:

- Provide grants under the COPS Hiring Program (CHP) to support the hiring of sworn and non-sworn law enforcement personnel nationwide;
- Promote the hiring of wounded, ill or injured veterans into non-sworn law enforcement positions;
- Develop, deliver, and continue to evaluate state-of-the-art training and technical assistance to enhance law enforcement officers' problem-solving and community interaction skills. This includes allocating up to five percent of the CHP funding to assist CHP grantees that select addressing violent crime, offender reentry, community trust, school safety and/or veteran hiring as the problem/priority area(s) on which their COPS-funded community policing officers will be focused;
- Enhance the Collaborative Reform Initiative for a proactive, non-adversarial, and cost-effective approach to practical technical assistance for agencies with significant law enforcement-related issues;
- Align training and technical assistance to problems identified in the officer hiring program;
- Promote improved public safety outcomes by infusing community policing core principles in all grant programs, and acting on evidence that it advances public safety;
- Support innovative programs that respond directly to the emerging needs of state, local, and tribal law enforcement in order to shift law enforcement's focus to preventing, rather than reacting to, crime and disorder within their communities;
- Support the Community Oriented Policing Management Education and Development Program (COP-MED), newly proposed in FY 2016, to provide a unique professional development opportunity for law enforcement managers to engage through rigorous coursework, projects, fellowships and other activities within a structured environment to prepare a new generation of police leaders;
- Support the Countering Violent Extremism (CVE) program, newly proposed in FY 2016;
- Promote 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, and as outlined in the final report of the President's Task Force on 21st Century Policing Report; and

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

Since 1994, the COPS Office has invested approximately $14.9 billion to 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 developed have provided funding to more than 13,000 of the nation's 16,000[1] law enforcement agencies. Through these efforts, the COPS Office has helped create 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 the four index crimes – auto theft, burglary, robbery and aggravated assault – to target funding to improve public safety in their communities.

The COPS Office commissioned the University of Chicago to conduct an analysis of the relationship between COPS Office hiring grants and crime rates. The University is in the process of conducting a regression discontinuity analysis using COPS Office hiring data from 2009 to 2013 compared to the Federal Bureau of Investigation (FBI) Uniform Crime Report (UCR) data over an extended period of time to determine if a relationship exists between the location of hiring grant awards and reductions in violent and property crime. This report should be completed by spring 2016.

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[1] The COPS Office has historically cited that there are approximately 18,000 U.S. law enforcement agencies. Due to law enforcement agency consolidation efforts and closings across the United States, the current estimate is 16,000.

Supporting the President's Transparency and Accountability Goals

In support of the President's goal of a more transparent and accountable Federal government, the COPS Office continues to review and improve 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.

Community Policing Enhancements

In FY 2017, 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:* Requires 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 continues to enhance the Community Policing Outreach Section of the Grants Administration Division, in which staff are dedicated to providing 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 Office's Response Center or website.
- *Community Policing Assessment Tool:* Continuing the use of a standardized assessment tool to capture community policing progress within law enforcement agencies.

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. In FY 2014, the COPS Office Management Services Directorate implemented recommendations intended to create efficiencies through standardized and repeatable activities that are aligned with organizational policies. This effort also includes a continuous improvement process, which will be an on-going effort to maintain and improve business processes and standard operating procedures.

Revalidation of COPS Hiring Program (CHP) Requirements: The COPS Office is reaching out to law enforcement stakeholders in 2016 to discuss their experiences with the CHP program. The purpose is to ensure that CHP is effective and relevant in meeting the needs of state, local and tribal law enforcement agencies. The COPS Office anticipates incorporating the feedback into our 2017 hiring program. Such feedback could lead to the first substantial changes to our hiring programs since the 2009 implementation of the Recovery Act, in which the Office added emphasis on fiscal need as a selection criterion.

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 idea of an integrated system has been in the exploration and planning stages for several years. Different solutions were explored, such as contracting with another federal agency, Health and Human Services (HHS) or Department of Education (ED), a customized solution, or an off the shelf software package. Analysis showed that the most feasible solution was a hybrid system that took modules from both the OJP and COPS systems and adapted them to the business needs of all three components. 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;
- Increase capability to integrate functionality of existing standalone systems; and
- Facilitate the timely closeout of grant awards.

GrantsNet will support the entire life cycle management of a grant through a combination of shared modules based on enterprise business processes, and component-specific tools will integrate with GrantsNet to support their unique requirements. In FY14, the GrantsNet team originally identified eleven modules that will be included in the program scope, and additional modules are considered as the GrantsNet solution matures. The GrantsNet roadmap plans a phased deployment that allows for an initial set of quick wins to:

- Enable the Conference Cost Reporting (CCR) and Grant Assessment Tool (GAT) modules, which already exist for OJP, for use by COPS and OVW;
- Enhance Grant Payment Request System (GPRS) to resolve several functional and technical limitations around account management; and
- Demonstrate collaboration and cohesion among the grant-making components.

FY 2015 activities encompassed staff level workshops to discuss and align business processes so that the technology solutions could follow. At the end of FY 2015, three of the eleven modules are operational.

2016 objectives of the COPS grant management systems 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.

COPS was able to participate significantly in the development of the GrantsNet system because of the work done in FY13 through FY 2015 to complete its NexGen COPS Management System (NexGen). 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 COPS Management 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. As these are also the goals of GrantsNet, the primary components of the NextGen system (the agency portal, as well as the audit and monitoring functions, three of the eleven identified modules) are set in FY 2016 to become the platform for all of GrantsNet.

Evidence and Evaluation

In support of the Office of Management and Budget (OMB) Memorandum M-13-17, "Next Steps in the Evidence and Innovation Agenda," 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 2017 and beyond:

Harnessing Data to Improve Agency Results: All COPS Office hiring grantees since 2011 have been required to complete the Community Policing Self-Assessment Tool (CP-SAT) and distribute it to members of their organizations at the beginning and end of their grant period. The CP-SAT is an online survey instrument that improves understanding of the levels of community policing implementation in COPS grantee organizations, and informs efforts to demonstrate progress over time in those agencies. It includes tailored survey questions for line-level officers; chiefs; supervisors; civilian employees; and citizen partners. To date, the COPS Office has received approximately 50,000 completed individual surveys from over 600 agencies. The COPS Office is currently working with the Bureau of Justice Statistics to improve the CP-SAT collection to ensure it meets all statistical standards and guidelines.

Using Innovative Outcome Focused Grant Designs: 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 a standard set of measurable questions to indicate the extent of community policing activities an agency is currently engaged in and plans to engage in as they relate to specific public safety problems. This 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 will allow the COPS Office to compare, among other things, the relative commitment to proven community policing concepts among grantees.

COPS E-government Initiatives

The Community Policing Learning Portal is the initial access point for community policing online training. It showcases four learning portals focused on stakeholder groups: 1) COPS grantees; 2) law enforcement practitioners; 3) community members; and 4) community policing professionals. The Portal is designed to:

- Educate and inform stakeholders about community policing;
- Increase the capacity of law enforcement agencies and communities to implement community policing strategies; and
- Facilitate collaboration and communication with others in the field on topics of shared interest.

All four portals have been enhanced with the inclusion of several online community policing courses. The community policing curriculum development tool, which is housed under the COPS Grantee Portal site, standardizes the way in which training is developed, approved, and delivered. This tool further enhances future COPS training initiatives to ensure that our training is of the highest quality. The community members' portal features a course designed to help citizens understand the vital role they play in community policing, their impact, and how they can partner with law enforcement to make their communities safer. In addition to new courses, the Portal hosts the COPS Training and Technical Assistance Reporting Tool. COPS training partners are required to submit their data quarterly to ensure that training goals and objectives are being met and to determine the number of people trained on COPS curricula in real time.

In FY 2015, the COPS Office re-launched the portal and its courses with a new design. Among the changes were improvements to the portal's Training and Technical Assistance (TTA) reporting system to enable the collection of additional data on training and technical assistance being conducted in the field. The COPS Office also added a new tribal course titled "New American Distance Learning – Tribal Policing Training." The Office anticipates launching additional courses in FY 2016 on topics such as *Procedural Justice*; *Fair and Impartial Policing*; *Strategic Community Policing*; *Coffee with a Cop*; *Applied Evidence Based Policing: Reducing Homicide and Violent Crime* and other related community policing courses.

The COPS Office 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 6,905 Twitter and 5,567 Facebook followers; 6,403 *Community Policing Dispatch* subscribers; and 6,762 *On the Beat* webcast followers.

In FY 2017, the COPS Office will continue to offer new courses for all four learning portals that will showcase community policing best practices and be responsive to emerging issues.

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, customer support for management of grant and cooperative agreement awards, and the mechanism for distribution of hard copy community policing publications. The Response Center also maintains the publication distribution warehouse located in Hanover, Maryland, where COPS publications are stored. The distribution warehouse ships thousands of publications a year to individuals and agencies across the country. The Center is available during normal business hours through a toll-free number. It provides direct access to information regarding COPS Office grant opportunities, resources, and grant reporting. The Center also assists grantees with access to on-line applications and referrals to appropriate COPS staff for assistance with pending grant extensions, budget modifications and progress report functions, accessing grant funds, and other grant-related issues. In FY 2015, the Response Center staff answered 11,993 telephone calls, responded to 2,762 emails, and shipped 97,920 publications. The Response Center also maintains 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 the COPS Application System to ensure ease of use and clear guidance on submitting grant applications.
- *Grant Maintenance and Monitoring Impact:* COPS Office staff provides on-going assistance to grantees regarding award requirements and compliance issues. Additionally, most COPS grantees are able to successfully complete their financial and progress reporting requirements online.
- *Progress Reporting Assistance:* The COPS Office's Progress Report team serves as the primary contact for and provides technical assistance to grantees to complete online progress reports. To ensure compliance with COPS grant reporting requirements, the team makes reminder and delinquency 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):* 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 and expensing of grant funds. CORI combines programmatic and financial grant data to predict grantee actions and project expected grant expenditures. The system applies specified parameters to the financial and programmatic data reported by grantees to categorize any potential discrepancy into one of eight common case issues. CORI's predictions and data analysis allow the COPS staff to focus on those grants which have potential issues, thus cutting down significantly on research time. CORI then assigns the case to a specific user, allowing for customized outreach to grantees and timely resolution of issues. CORI also collects data from staff members to provide a historical profile of grantee issues and service, enabling identification of trends across the grant population and tracking common grantee issues for specific grantee communication and training.

The goals of the CORI system are to:

- Provide a comprehensive view of grantee financial and hiring data, creating better alignment of internal COPS financial and programmatic reporting functions;
- Support identification and correction of reporting inaccuracies and discrepancies between internal reports and grantee submissions;
- 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 (i.e., 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).

Challenges

There are three key policy challenges facing the COPS Office in 2016 and beyond, particularly with respect to building and sustaining collaborative relationships between law enforcement agencies and the communities they serve.

The first challenge relates to identifying and addressing the key future issues law enforcement faces. In response to a request from major U.S. law enforcement associations to examine the need for a new police commission, the COPS Office was tasked by the Attorney General in 2014 to conduct a comprehensive law enforcement review. In partnership with these law enforcement associations and respected researchers in criminal justice, the COPS Office is developing a foundational document that provides an overview of key developments and challenges in American law enforcement from the Crime Commission of the 1960s through 2014. The effort consists of project teams that include representation from practitioners from a variety of regions and agencies throughout the nation. The teams consist of over 70 practitioners who were nominated by the major law enforcement associations, eight subject matter experts, 12 federal staff and eight graduate research assistants. The study will summarize research evidence and practice in eight thematic areas and identify the gaps in knowledge in the law enforcement field that will serve to inform future discussions, research, and practices. This review is anticipated to be completed in 2016.

The second challenge arises from the Administration's focus on building community trust. The law enforcement review is a foundational document supporting the work of the President's Task Force on 21st Century Policing that was established by Executive Order on December 18, 2014. The Task Force identified gaps and made recommendations to the President on how policing practices can promote effective crime reduction while building public trust and examined, among other issues, how to foster strong, collaborative relationships between local law enforcement and the communities they protect. It also addressed officer safety and wellness issues, as well as what the future of law enforcement might hold.

The Task Force included a public engagement process aimed at gaining broad input and expertise to inform and advise the Task Force members in developing recommendations. Over the course of three months, the Task Force held seven public listening sessions and heard oral testimony from more than 100 witnesses, and received over 100 written submissions. The Task Force provided an initial report on recommendations to the President on March 2, 2015. The Final Report was released on May 18, 2015 and contained over 150 recommendations and action items. The recommendations are organized into six areas that connect strongly to community policing:

- Building Trust and Legitimacy
- Policy and Oversight
- Technology and Social Media
- Community Policing and Crime Reduction
- Training and Education
- Officer Wellness and Safety

The COPS Office began working with the field to implement the Task Force recommendations in 2015, and anticipates that implementation will extend into 2016 and beyond. The COPS Office began advancing the work of the Task Force in 2015 by awarding grants that are closely aligned with its recommendations. Funding was available for local law enforcement agencies committed to implementing the recommendations and to adopting policies that build community trust, through hiring, training, initiating pilot projects, and developing new guidance and best practices. The COPS Office also awarded grants to the major U.S. law enforcement and community stakeholder associations to assist the field in implementing the Task Force recommendations.

Several of the recommendations are directed specifically at the COPS Office to address standards and technical assistance to support police reform. To assist the law enforcement field in implementing the recommendations, the COPS Office implemented the Policing Practices and Accountability Initiative (PPAI) during the first quarter of FY 2016. PPAI staff are working closely with law enforcement and elected officials to develop and implement strategies to best implement the Task Force recommendations. PPAI also oversees our Critical Response and Collaborative Reform technical assistance engagements.

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. The 2017 Budget supports the Administration's strategy to counter violent extremism (CVE) and proposes $69 million for CVE programs at the Departments of Homeland Security and Justice, including $3 million for the COPS Office. CVE funding proposed in the budget focuses on the Administration's efforts to use a whole-of-government approach, led by the establishment of a new CVE Task Force, incorporating the participation of Federal agencies that contribute to CVE programs. This task force will be a one-stop-shop for Federal partners, states, localities, tribal partners, academia and the private sector to come together and share critical information, research, analysis and best practices on this emerging and evolving threat. Grant funding proposed in the Budget will support research, model development, training, and demonstration projects at the community level to enhance the partnership of law enforcement agencies nationwide with local residents, business owners, community groups, and other stakeholders to counter violent extremism. Two key lines of effort of the CVE Task Force are 1) Research and Analysis and 2) Engagement and Technical Assistance – both of which will rely heavily on products, materials, data and information gleaned through this COPS program.

Full 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*. Program funding will continue to be aligned with the two major activity functions through FY 2017, 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.

Performance Challenges

Internal Challenges

Management and administration resources remain critical to the COPS Office's role in helping state, local, and tribal law enforcement work to advance public safety in light of new challenges posed by the current economy. The COPS Office assists the law enforcement community through specific technical assistance and grant funding activities. We call together the brightest minds in the profession, address emerging and critical issues, and send a powerful message to the field that we are engaged in building relationships and solving problems. We continue to build on our history as the place

the law enforcement profession turns to for the highest quality of practitioner-oriented training, technical assistance, and publications available on public safety issues and problems.

We also face the challenge of 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. 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 2016, 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, starting with FY 2014 grant awards.

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 has also leveraged staff salaries and expenses to respond to the emerging needs of law enforcement agencies. For example, COPS staff helped establish the Officer Safety and Wellness Working Group (OSW) through an 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. The Attorney General has recognized this initiative for providing training programs and information-sharing platforms to identify dangerous suspects prior to making contact and inform key policies and practices in order to keep officers in the Nation's communities safe.

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

The primary focus for the COPS Office will be to ensure that resources and strategies are aligned with this evolving focus on resources with demonstrated effectiveness while continuing to provide excellent customer service to grantees; and awarding, maintaining, and closing out grants. Throughout the process, the COPS Office will continue to pursue effective and efficient grant-making practices and promote public adoption of effective, outcome-based community policing practices. For example, the COPS Office is invested in the White House initiative, Strong Cities Strong Communities (SC2), where it provides technical assistance to the Chester, Pennsylvania police department on issues such as crime analysis, faith-based partners, and community-based government problem-solving. The COPS Office also collaborates with the DOJ's Office of Justice Programs on the National Forum on Youth Violence Prevention, established by the Obama Administration, by planning, coordinating and presenting workshops at Forum meetings to build comprehensive local and national solutions to youth and gang violence. Ensuring the appropriate balance of all mission-critical priorities will require the COPS Office to continue to assess human capital resource alignment, strategies toward meeting the Office's mission, and monetary resources dedicated to meeting the challenge of providing knowledge resources customized based on grantee community policing needs, in order to increase their capacity to build relationships and solve problems for safer communities.

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	Description				Page
		Pos.	**FTE**	**Dollars ($000)**	
	COPS Hiring Program	**0**	**0**	**42,000**	**40**
	Collaborative Reform	**0**	**0**	**20,000**	**46**
	Indian Country	**0**	**0**	**23,000**	**48**
	Countering Violent Extremism	**0**	**0**	**3,000**	**50**
	COPS Anti-Methamphetamine	**0**	**0**	**(7,000)**	**52**
	Anti-Heroin Task Forces	**0**	**0**	**(7,000)**	**54**

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]*$286,000,000*, to remain available until expended: *Provided*, That any balances made available through prior year deobligations shall only be available in accordance with section 505 of this Act: *Provided 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 for such purposes*: *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];

(2) [$187,000,000]*$23,000,000 is for improving tribal law enforcement, including hiring, equipment, training, and anti-drug 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;*

(3) $229,000,000 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 in addition to the purposes set out in subsection 1701(b)(1) and (2) of the 1968 Act (42 U.S.C.3796dd(b)(1) and (2)), grants made with funds provided in this paragraph may be used for the hiring of non-sworn law enforcement personnel, with encouragement to hire service-connected wounded military veterans, in amounts not to exceed $50,000,000: Provided further, That up to 5 percent of funds appropriated under this paragraph may be used for providing training and technical assistance to COPS hiring grantees around specific problem areas: 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]*$15,000,000 shall be transferred to the Tribal Resources Grant Program*: *Provided further*, That of the amounts appropriated under this paragraph, [$10,000,000]*$20,000,000* 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]*$5,000,000 is for incentive grants to improve diversity in law enforcement;*

[(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.]*$20,000,000 is for the collaborative reform model of technical assistance in furtherance of the purposes in section 1701 of title I of the 1968 Act; and*

(5) $3,000,000 is for activities to enhance the ability of state and local law enforcement agencies to partner with the community and other stakeholders to combat violent extremism in furtherance of the purposes of section 1701 of title I of the 1968 Act.

(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, 2017.)

Analysis of Appropriations Language

<u>Addition</u>: 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 for such purposes

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.

<u>Deletion</u>: transferred

Replaces transfer language with reimbursement language.

<u>Addition</u>: available to reimburse

Replaces transfer language with reimbursement language.

<u>Deletion</u>: upon enactment of this Act

Since Drug Enforcement Administration funding is now available for reimbursement instead of requiring a transfer, a set transfer date is unnecessary.

<u>Addition</u>: $23,000,000 is for improving tribal law enforcement, including, hiring, equipment, training, and anti-drug 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

Restores funding for Indian Country as a separate budget line item, in addition to any other amounts that may be transferred from COPS hiring funds, and sets aside up to $3,000,000 from Indian Country funding to support tribal access to federal criminal information systems.

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

Sets aside funding from COPS hiring funds for non-sworn law enforcement positions with encouragement to hire "wounded warriors," which may be appropriate for injured military veterans who do not otherwise qualify for active duty sworn officer positions but could make meaningful contributions to law enforcement in a civilian capacity.

<u>Addition</u>: Provided further, That up to 5 percent of funds appropriated under this paragraph may be used for providing training and technical assistance to COPS hiring grantees around specific problem areas

Sets aside funding from COPS hiring funds to provide training and technical assistance targeted at COPS hiring program grantees that select specific problem/priority areas on which their COPS-funded community policing officers will be focused.

<u>Deletion</u>: $30,000,000 is for improving tribal law enforcement, including hiring, equipment, training, and anti-methamphetamine activities

Replaces grant purposes language with Tribal Grant Resources Program transfer language.

<u>Addition</u>: $15,000,000 shall be transferred to the Tribal Resources Grant Program

Replaces grant purposes language with Tribal Grant Resources Program transfer language.

Deletion: $10,000,000 is for the collaborative reform model of technical assistance in furtherance of the purposes in section 1701

Removes set-aside designated for the collaborative reform model of technical assistance from the COP hiring funds budget line item.

Addition: $5,000,000 is for incentive grants to improve diversity in law enforcement

Sets aside funding from COPS hiring funds to incentivize state and local law enforcement agencies to improve diversity within their departments.

Deletion: $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

Removes funding for the COPS anti-methamphetamine grant program.

Deletion: $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

Removes funding for the COPS anti-heroin grant program.

Addition: $20,000,000 is for the collaborative reform model of technical assistance in furtherance of the purposes in section 1701 of title I of the 1968 Act; and

Reestablishes funding for the collaborative reform model of technical assistance as a separate budget line item instead of as a set-aside from COPS hiring funds.

Addition: $3,000,000 is for activities to enhance the ability of state and local law enforcement agencies to partner with the community and other stakeholders to combat violent extremism in furtherance of the purposes of section 1701 of title I of the 1968 Act

Provides funding to assist state and local law enforcement agencies in leveraging community policing approaches to counter violent extremism.

IV. Program Activity Justification

A. *Community Oriented Policing*

Community Oriented Policing	Direct Pos.	Estimate FTE	Amount
2015 Enacted	188	118	208,000,000
2016 Enacted	188	118	212,000,000
Adjustments to Base and Technical Adjustments	0	0	0
2017 Current Services	188	118	212,000,000
2017 Program Increases	0	0	88,000,000
2017 Program Offsets	0	0	(14,000,000)
2017 Request	188	124	286,000,000
Total Change 2016-2017	0	6	74,000,000

Community Oriented Policing	Direct Pos.	Estimate FTE	Amount
COPS MANAGEMENT AND ADMINISTRATION:			
2015 Enacted	188	118	37,374,000
2016 Enacted	188	118	37,374,000
Adjustments to Base and Technical Adjustments	0	0	316,000
2017 Current Services	188	118	37,690,000
2017 Program Increases	0	6	437,000
2017 Program Offsets	0	0	0
2017 Request	188	124	38,127,000
Total Change 2016-2017	0	6	753,000

1. **Program Description**

The programs and resources offered by the COPS Office provide state, local, and tribal law enforcement agencies with a variety of community policing strategies 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.

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 2017 through the awarding of grants under the COPS Hiring, Indian Country, and Diversity Initiative Programs.

In FY 2016, the COPS Office will engage with stakeholders to revalidate the effect and usefulness of certain CHP administrative program aspects. This feedback will be used to recommend program changes for the FY 2017 grant cycle if needed.

OFFICE OF COMMUNITY ORIENTED POLICING SERVICES:
COPS Hiring Program (CHP)

FY 2017 Request

Total FY 2016 Funding:	$187M
vs. FY 2017 Request:	$229M

FY 2015 Activities Chart

FY15 CHP Officers Funded by Priority Areas*

Priority Area	Officers
Homicide/Gun Violence	245
Military Veterans	266
School Resource Officers	128
Trust Problems	365
Homeland Security	18
Catastrophic Events	2
Promise Zone Initiative...	51

*915 CHP positions were funded in 2015. Multiple priority areas may be selected for a single position.

Program Description

Purpose: Enhance community policing (CP) capacity by providing funds for entry-level salary and benefits of newly hired or rehired (as a result of lay-offs) community policing officer positions over 3 years.

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.

Eligible Applicants: United States state, local and tribal law enforcement agencies with primary law enforcement authority.

Allocation Method: 3-year discretionary awards with a maximum award cap of $125K. Includes a 25% local match requirement. The Attorney General may waive award cap and match based on fiscal need.

Accomplishments
- Awarded over $1B in funding to hire/rehire CP officers under CHP since 2010.

Programmatic Strategies
- Create cohorts of grantees based on community policing (CP) priority areas to enhance efficiency and quality of technical assistance.
- Require applicants to demonstrate a plan to infuse CP practices into the work of their COPS-funded officers.
- Leverage CHP priority areas to address Administration and Congressional needs.
- Advance the implementation of the President's Task Force on 21st Century Policing by encouraging grantees that selected a "School Based Policing" or "Building Trust" CP focus area to incorporate its recommendations into their proposed CP strategy.

Four Year Funding Trend ($ in millions)

FY14	$151.0
FY15	$134.5
FY16	$187.0
FY17 Request	$229.0
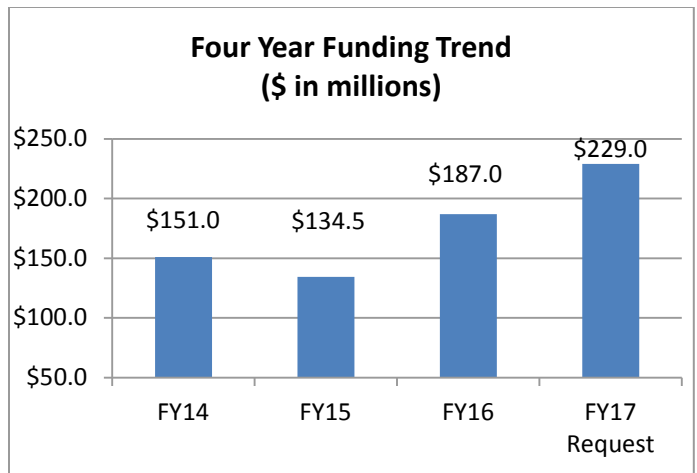
FY 2017 Proposed Policy Changes: Allowance for up to $50M of CHP funding to be used to hire non-sworn law enforcement positions with encouragement to hire "wounded warriors." Allowance for up to 5% of CHP funding to be used to provide training and technical assistance for CHP grantees that supports the specific problem/priority areas on which their COPS-funded community policing officers will be focused.

FY 2017 Proposed Funding Changes to the Program: $42M above the FY16 Enacted level of $187M, including set-asides for Community Policing Development ($20M); Indian Country ($15M); and a Diversity Initiative ($5M).

Grant Application and Award History

($ in millions)	FY 2014	FY 2015	FY 2016	FY 2017 Requested
Total Appropriated	$151.0M	$134.5M	$137.0M	$ 229.0M
Total Funding Awarded	$123.9	$113.7M	$111.5 Est.	$148.5M
Number of Positions Requested	3,469	3,083	TBD	TBD
Number of Positions Funded	944	915	866 Est.	1,214 Est.
% of Requested Positions Funded	27.2%	29.7%	TBD	TBD

Impact of COPS Hiring Awards

Springfield Police Department (Springfield, MO): The Springfield Police Department extended its neighborhood watch program to hundreds of individuals and families living in apartment complexes. The watch program had previously been limited to neighborhoods with single family housing. This was problematic since apartment complexes are often viewed as target-rich environments for would-be criminals. Under the new program, officers provided crime prevention training to apartment managers and residents alike. Participating apartment complexes were also provided with a comprehensive security assessment and instructions for physical changes (deadbolt locks, peep holes, external lighting, etc.) that could deter criminal activity – otherwise known as Crime Prevention through Environmental Design (CPTED). Moreover, the Springfield Police Department was able to promote trust through non-enforcement police/community engagement.
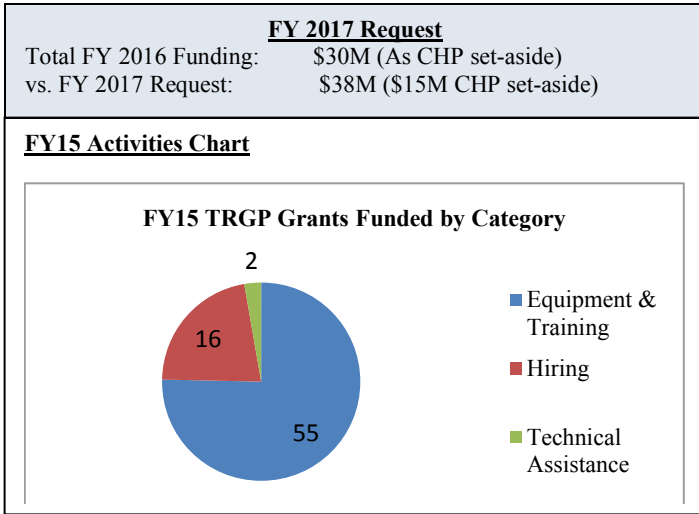
Paterson Police Department (Paterson, NJ): The Paterson Police Department (PD) expanded its existing community policing initiatives and forged new partnerships to decrease violent crime and increase public trust. CHP officers enabled the Department to conduct more thorough investigations of crimes involving gun violence, which contributed to a 57% decrease in non-fatal shootings. The Department also partnered with the community on a new performing arts initiative, in which a theater troupe performs a play involving police officers and community members engaging one another in a volatile urban setting. The play allows all sides to see and hear differing perspectives while providing insight and understanding. The play is a relationship building exercise that takes on the sensitivities of police/community relations.

Salt Lake City Police Department (Salt Lake City, UT): The Salt Lake City Police Department (PD) used COPS funding to help staff a special unit that is dedicated to providing services to persons experiencing homelessness. Research shows that 68% of Utah's homeless population exists within Salt Lake City. The officers work out of a recently opened police resource center which is located across the street from a local homeless shelter. In addition to deterring criminal conduct and victimization, officers act as facilitators with other social service providers to meet the immediate and long term needs of homeless persons. Throughout this effort, the Salt Lake City PD established new partnerships with businesses and community members in the affected downtown area. As a result, the Department reports increased trust among the homeless population and all stakeholders.

†Description of CHP FY16 Priority Funding Areas:

Funding Area	Description
Homicide/Gun Violence	Includes homicide and gun violence community policing problem area
Military Veterans	Agencies that commit to hiring at least one post 9/11 military veteran who served a minimum of 180 consecutive days
School Resource Officers	For agencies that commit to hiring a law enforcement officer that would be assigned to work in collaboration with schools and community-based organizations
Trust Problems	Includes but is not limited to impartial policing; transparency; fairness and respect; community engagement; and diversifying police departments
Homeland Security	Includes but is not limited to problems of protecting critical infrastructure and intelligence gathering
Promise Zone Initiative	Agencies that serve a neighborhood or other geographical area designated as a Promise Zone as part of the President's Promise Zone Initiative
Catastrophic Events	Agencies that have experienced a catastrophic event including, but not limited to: 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.

FY 2017 Request

Total FY 2016 Funding:	$30M (As CHP set-aside)
vs. FY 2017 Request:	$38M ($15M CHP set-aside)

FY15 Activities Chart

FY15 TRGP Grants Funded by Category

- Equipment & Training: 55
- Hiring: 16
- Technical Assistance: 2

Program Description

Purpose: To meet the most serious needs of tribal law enforcement in tribal communities through a comprehensive community policing program.

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.

Eligible Applicants: Federally-recognized Indian Tribal governments, as determined by the Secretary of the Interior; including Alaska Native villages and Tribal consortia consisting of 2 or more federally-recognized Indian Tribes.

Allocation Method: 3-year discretionary awards made through the DOJ's Coordinated Tribal Assistance Solicitation (CTAS) process.

Accomplishments

- Awarded approximately $180M to tribal communities since 2010.
- Marketed program and collected applications in a centralized process through CTAS, a coordinated effort among COPS, OJP and OVW. Tribal leaders have indicated that CTAS has resulted in a more strategic and effective application submission process.
- The COPS TRGP Hiring and Equipment/Training purpose area has been the most requested funding area since the 2010 inception of CTAS.

Programmatic Strategies

- Be responsive to the tribal community by supporting agencies in their efforts to address their public safety needs by:
  - Collaborating with other 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;
  - Modifying grant program requirements including eliminating local matches, expanding allowable costs, and limiting award amounts to expand funding opportunities;
  - Providing tribes training and technical assistance to meet their public safety needs, on topics such as: community policing/partnerships/problem solving; drug endangered children; executive leadership; youth leadership; regional collaboration; methamphetamines; and Public Law 280 partnerships, among others.
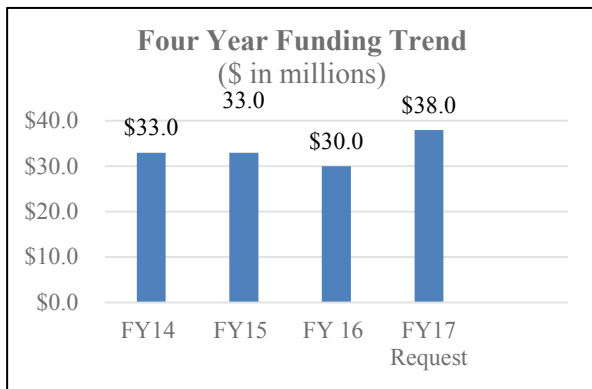
Four Year Funding Trend
($ in millions)

	FY14	FY15	FY 16	FY17 Request
	$33.0	33.0	$30.0	$38.0

FY 2017 Proposed Policy Changes to the Program: N/A

FY 2017 Proposed Funding Changes to the Program:
The FY17 request consists of a total of $38M for tribal assistance: $23M in funding to TRGP and $15M as a set-aside from CHP. Within the $23M provided as a TRGP line item, up to $3M is requested for the purchase of systems, system support, and technical assistance to facilitate tribal access to critical law enforcement information sharing systems.

Grant Application and Award History

	FY 2014	FY 2015	FY 2016	FY 2017 Request
Total Appropriated	$33.0M	$33.0M	$30.0M	$38.0M
Total Funding Awarded	$25.9M	$27.8	$24.4M Est.	$31.4M Est.
Number of Applications	143	142	140 Est.	140 Est.
Number of Awards Made	84	73	70 Est.	82 Est.

Impact of TRGP Awards:

The Mississippi Band of Choctaw Indians: The Mississippi Band of Choctaw Indians Police Department devised a strategy to address community and public safety issues within the Choctaw communities. Despite not being fully staffed, the public safety department assigned at least one patrol officer to each community, allowing it to be actively involved in all eight communities. As a result, the officers were able to establish relationships with residents and build trust and the community. Also, its youth are more interactive with and accepting of the police.

Menominee Indian Tribe of Wisconsin: The Menominee Indian Tribe of Wisconsin Police Department identified and created a strategy to improve outreach efforts by increasing officer visibility in the community through increased contact during patrol and Neighborhood Watch Programs. The police department's goal is to establish Neighborhood Watch Programs in approximately 8–10 communities located on the reservation. In a one-year period, two communities implemented successful programs. Since the implementation of the programs, community members are more involved and willing to share their concerns with police officers. The police department credits the communities for the success of the programs and reported a 15–20 percent decrease in calls for service in those communities in a one-year period.

Sycuan Tribal Police Department: On September 16, 2014, Sycuan Tribal Police Department's officers, all of whom are commissioned by the Bureau of Indian Affairs (BIA) Office of Justice Services as special deputy officers, were approved to access the state's robust law enforcement telecommunications system, the California Law Enforcement Telecommunications System (CLETS) – a first in the state. The tribe's police officers were also approved for access to a regional information sharing system – Automated Regional Justice Information System (ARJIS) – earlier in the year. Tribal law enforcement had been trying to gain access to CLETS, in what has been a contentious issue at times, for over a decade in an effort to provide better safety. The Department now has the ability to input and query multiple robust information systems – local systems with the San Diego County Sheriff's Department, regional systems with ARJIS, and state and federal systems with CLETS.

OFFICE OF COMMUNITY ORIENTED POLICING SERVICES:
Diversity Incentive Initiative

FY 2017 Request

Total FY 2016 Funding:	$0
vs. FY 2017 Request:	$5M (As CHP set-aside)

Requesting funds as a separate grant program beginning in FY 2017.

Program Description

Purpose: Promote diversity among sworn personnel within U.S. law enforcement agencies. The FY 2016 enacted budget provides for up to $5 million of the community policing development appropriation to be used for this purpose.

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.

Eligible Applicants: State, local and tribal law enforcement agencies with primary law enforcement authority.

Allocation Method: 2-year discretionary awards.

Accomplishments: N/A (new program)

Programmatic Strategies
- Develop and highlight best practices in recruitment, hiring and outreach to improve diversity and cultural and linguistic responsiveness of law enforcement.
- Provide training and technical assistance to agencies that are in need of more intensive targeted assistance.
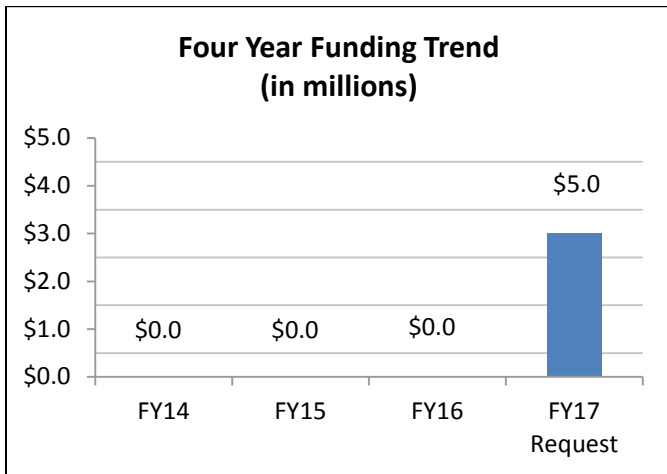
Four Year Funding Trend (in millions)

FY14 $0.0, FY15 $0.0, FY16 $0.0, FY17 Request $5.0

FY 2017 Proposed Policy Changes to the Program: N/A

FY 2017 Proposed Funding Changes to the Program: N/A

Grant Application and Award History

($ in millions)	FY 2014	FY 2015	FY 2016	FY 2017 Request
Total Appropriated	$0.0M	$0.0M	$0.0M	$5.0M
Total Funding Awarded	$0.0M	$0.0M	$0.0M	$4.2M Est.
Number of Awards Made	0	0	0	5 Est.

<u>Activity: Supporting Law Enforcement by Advancing Community Policing through Knowledge Resources and Targeted Technical Assistance</u>

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 two million knowledge products and trained more than 700,000 policing professionals and community leaders in topics such as violent crime reduction strategies, ethics and integrity, 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 Police Department to address officer involved shootings and the community mistrust resulting from them. 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.

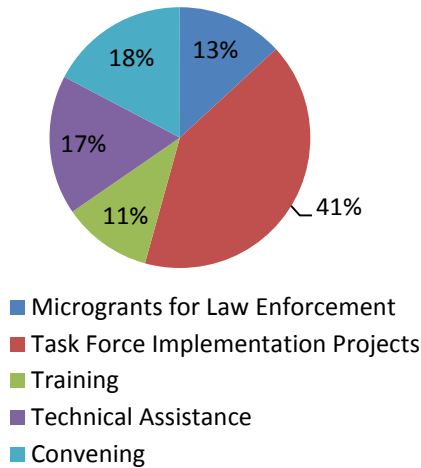# COPS OFFICE TECHNICAL ASSISTANCE (TA) SUPPORT CONTINUUM

	COPS OFFICE				CIVIL RIGHTS DIVISION		
			Assessment Models				
	Basic	**Grantee Resources**	**Critical Incident Review**	**Collaborative Reform Initiative**	**Investigation with Technical Assistance**	**Investigation with Collaborative Agreement**	**Litigation**

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**
					• Investigation with document and onsite review by Subject Matter experts and DOJ attorneys to determine nature and extent of problem
					• Solicit input from officers, community, and other stakeholders to inform findings
					• If no pattern or practice found, offer technical assistance
						• If investigation shows pattern or practice violation, work with agency to reach an agreement on remedial measures
						• Solicit input from officers, community, and other stakeholders to inform remedy
						• Agreement (usually Court-ordered)
							• Initiate legal action if necessary to obtain relief for violations
							• Seek Court enforcement of agreement when necessary

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** **Ferguson, MO;** **Tampa, FL**	**Las Vegas, NV** *(completed 2014)* **Spokane, WA** **Philadelphia, PA** **St. Louis Co., MO** **Fayetteville, NC** **Salinas, CA** **Calexico, CA** **Milwaukee, WI**	Lorain, Ohio	New Orleans, LA Seattle, WA East Haven, CT	Maricopa County, AZ Alamance Co., NC
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)

FY 2017 Request

Total FY 2016 Funding: $10M (CHP Set-aside)
vs. FY 2017 Request: $20M (CHP Set-aside)

FY 2015 Activities Chart

FY15 CPD Awards by Project Type

- 13%
- 41%
- 11%
- 17%
- 18%

■ Microgrants for Law Enforcement
■ Task Force Implementation Projects
■ Training
■ Technical Assistance
■ Convening

Program Description

Purpose: Develop the capacity of law enforcement (LE) to implement community policing (CP) strategies, build knowledge about effective practices and outcomes, and support creative approaches to preventing crime and promoting safe communities through cooperative agreements, technical assistance (TA) and publications.

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.

Eligible Applicants: Public governmental agencies, profit and nonprofit institutions, institutions of higher education, community groups, and faith-based organizations.

**Allocation Method**: 1 to 2-year discretionary awards. Award caps differ based on topic area.

Accomplishments
- Awarded $7.5M in FY15 funding to support 36 grants and cooperative agreements, TA and community policing publications.
- Distribute ~160,000 publications annually to law enforcement agencies and stakeholders.
- Trained 9,304 individuals in FY15 on various law enforcement topics including unconscious bias and procedural justice.

Programmatic Strategies
- Support projects that advance recommendations in the Final Report of the President's Task Force on 21st Century Policing.
- Support innovative, experimental community policing ideas of state, local and tribal LE agencies through the CPD Microgrant Initiative. The initiative offers real-world "test-beds" for both initial and replication study evaluations supported through a parallel evaluation grant.
- Provide targeted TA to LE agencies dealing with events, incidents, or sensitive issues of varying need through the Critical Response initiative. TA is provided through peer-to-peer exchanges; strategic planning development; targeted in-depth review, analysis and recommendations of a specific LE issue; and facilitated conversations on national LE issues.
- Support demonstration projects on new and emerging issues. Help LE agencies develop, implement, and document larger-scale innovative projects to support replication as models across the broader profession.
- Conduct/support applied research on emerging issues that inform policy and practice. Research on topics such as the most effective ways to use social media, community policing implementation, and policing strategies like next generation planning and accountability systems (i.e., Compstat) help to shape the direction of LE agencies across the nation.
- Leverage the power of COPS' convening function to bring together law enforcement and critical stakeholders around critical issues facing policing and the American public through the Emerging Issues Forums initiative. Each year we sponsor national and regional forums that examine critical issues, identify approaches and strategies to address them,

and develop recommendations that have a broader impact on the entire profession. These produce practical reports that are disseminated nationally.
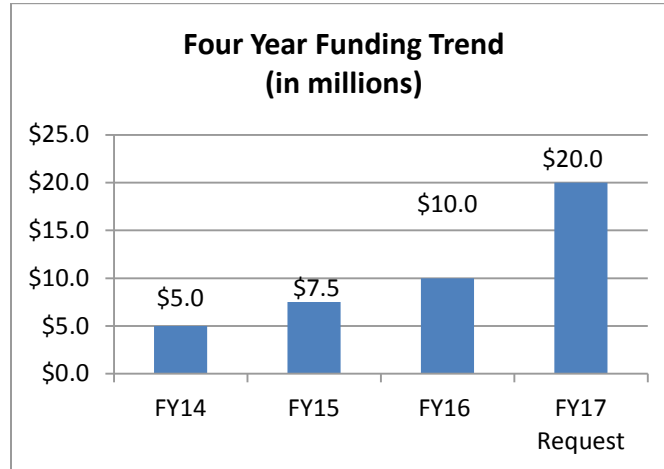
Four Year Funding Trend (in millions)

	FY14	FY15	FY16	FY17 Request
	$5.0	$7.5	$10.0	$20.0

FY 2017 Proposed Policy Changes to the Program: N/A

FY 2017 Proposed Funding Changes to the Program:
$10M above the FY16 enacted level, for a total of $20M as a CHP set-aside.

Grant Application and Award History

($ in millions)	FY 2014	FY 2015	FY 2016	FY 2017 Request
Total Funding Awarded	$5.0M	$7.5M	$10.0M	$20.0M
Average Award Amount	$0.22M	$0.18M	$0.19M Est.	$0.22M Est.
Number of Applications	158	203	TBD	TBD
Number of Awards Made	33	36	38 Est.	73 Est.

FY 2017 Request	
Total FY 2016 Funding:	$10M (CHP Set-aside)
vs. FY 2017 Request:	$20M

FY 2011-2015 Activities Chart*

	Use of Force	Oversight & Accountability	Bias-Free Policing	Community Engagement
Las Vegas	X	X	X	X
Spokane	X	X		X
Philadelphia	X	X	X	X
St. Louis County	X	X	X	X
Fayetteville	X	X	X	X
Baltimore**	X	X		X
Salinas	X	X		X
Calexico		X		X
Milwaukee	X	X	X	X

*Projects funded through CPD from FY11-13
**Transitioned to Civil Rights Division

Program Description

Purpose: Support organizational transformation through an analysis of policies, practices, training, tactics, and accountability methods. CRI-TA is designed to assist law enforcement (LE) agencies' capacity to build community partnerships, enhance transparency and improve community trust. The COPS Office issues recommendations, and assists agencies in implementing them or helps find the resources to do so. A key component of the program is that the recommendations have applicability beyond the individual agencies in which these reviews are conducted.

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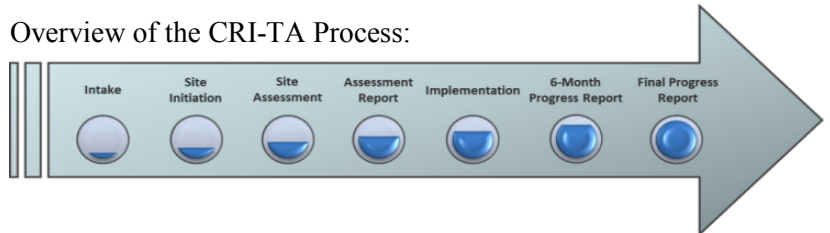
DOJ Strategic Objective: 3.1: Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

Eligible Applicants: For-profit and nonprofit institutions, universities, and colleges.

Allocation Method: Competitive contract and/or cooperative agreement awards to technical assistance providers to support multiple sites for a 2-year period.

Accomplishments

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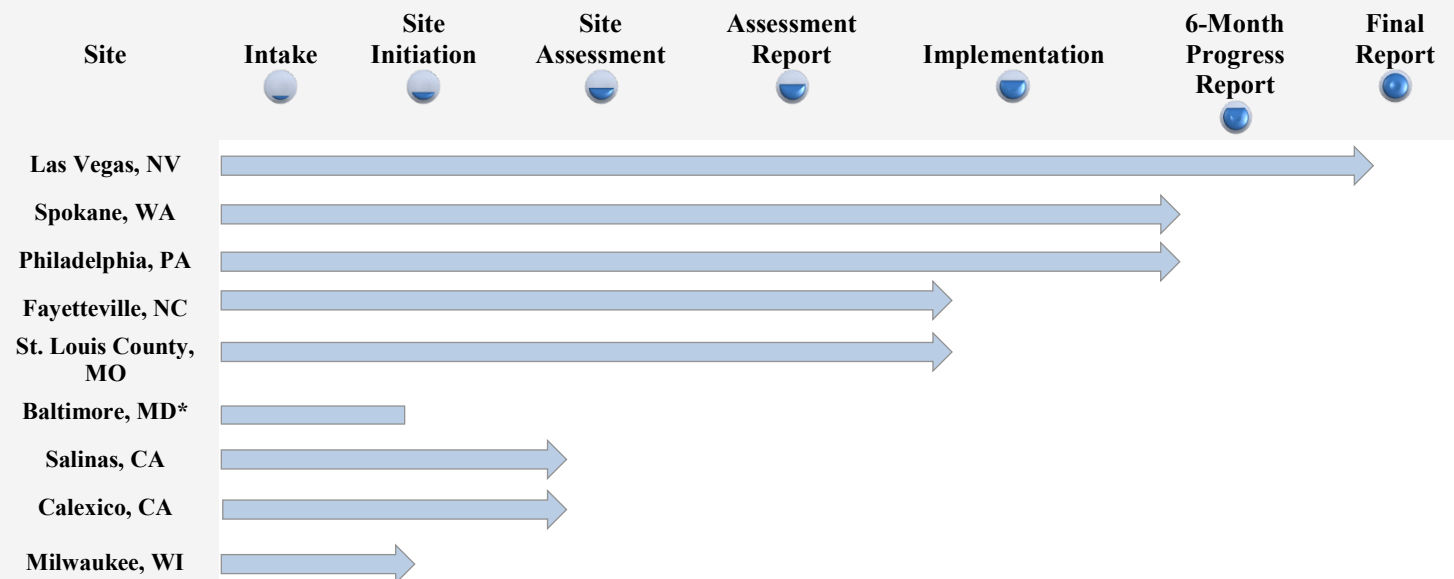
During the data collection phase of the Baltimore, MD site, the Department of Justice, Civil Rights Division (CRT) began a pattern and practice investigation into this agency. At this point, CRT became the lead agency in working with this police department and the COPS Office's work transitioned to solely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

Programmatic Strategies

- Expand the COPS Office's capacity to deliver CRI-TA services to 25-30 law enforcement agencies.
- Expand the COPS Office's ability to share lessons learned and best practices with agencies beyond those engaged in collaborative reform. As multiple sites near completion, common themes are emerging across departments and model policies and procedures can be developed and articulated to other agencies.

Four Year Funding Trend
($ in millions)

FY14	FY15	FY16	FY17 Requested
$5.0	$5.0	$10.0	$20.0

FY 2017 Proposed Policy Changes to the Program: N/A

FY 2017 Proposed Funding Changes to the Program: N/A

Grant Application and Award History

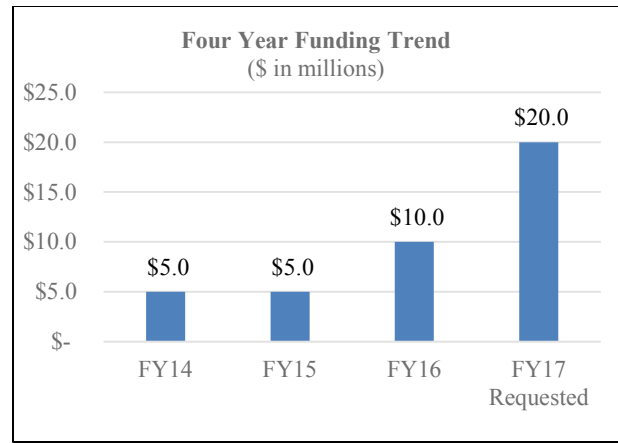| ($ in millions)	FY 2014	FY 2015	FY 2016	FY 2017 Request
Total Funding Awarded	$5.0M	$5.0M	$10.0M	$20.0M
Number of Applications	10	3	5 Est.	5 Est.
Number of LE Agencies Supported	7	10 Est.	25-30 Est.	25-30 Est.

CRI-TA Impact

As the pilot project for CRI-TA, the Las Vegas Metropolitan Police Department (LVMPD) has made considerable progress in changing its policies, tactics and training. To date, LVMPD has successfully implemented 97% of the 80 recommendations, based on 75 findings identified in the report, *Collaborative Reform Model: A Review of Officer-Involved Shootings in the Las Vegas Metropolitan Police Department*. Since implementing the recommendations, officer safety has increased due to better training; the department is more open and transparent with the community; and the internal investigation processes are working. During the first half of 2015, LVMPD had two officer-involved shootings as compared to six during the same time in 2014. Interest has been generated around LVMPD's current practices from across the nation. This has resulted in numerous on-site visits from other departments who are interested in LVMPD's reform. This collaboration with the COPS Office demonstrates LVMPD's commitment to reforming the agency and building trust with the community it serves.

Reform efforts are underway in Spokane and Philadelphia, where the police departments are making significant strides in the implementation of recommendations. The Six-Month Progress Report of the Philadelphia Police Department demonstrates that the department has completed or made significant progress on 90% of the 91 recommended reforms, which were developed to reduce the number of officer-involved shootings, institutionalize accountability, and enhance transparency in the department. Likewise, the Spokane Police Department has implemented or made progress in 76% of their recommended reforms. Assessment reports have been issued in the St. Louis County and Fayetteville Police Departments, resulting in 76 and 109 recommendations, respectively, to improve their operations and enhance community policing efforts. Reform efforts are also underway in the police departments of Salinas, Calexico, and Milwaukee.

CRI-TA is a mechanism to independently and objectively assess law enforcement agencies with significant challenges that negatively impact public trust. Prior to the establishment of CRI-TA, the only federal alternatives were federal investigations and litigation. CRI-TA offers an alternative to agencies that are committed to addressing organizational deficiencies and improving their training, policies, and systems. The COPS Office is currently working with several police departments to address issues related to use of force, officer involved shootings, racial profiling, inadequate training, weak accountability systems, community engagement and trust-building. These assessments are creating sustained change within the agencies involved in the Collaborative Reform process. They also serve as a roadmap for agencies across the country to critically assess their own departments and start on a path of police reform.

FY 2017 Request	
Total FY 2016 Funding:	$0
vs. FY 2017 Request:	$3M

Current CVE projects are funded through CPD. Requested as a new grant program beginning in FY 2017.

Program Description
Purpose: Build upon existing projects and develop new initiatives that enhance the ability of law enforcement agencies nationwide to partner with local residents, business owners, community groups, and other stakeholders on homeland security initiatives by leveraging established community policing approaches to counter violent extremism through multiple demonstration projects.

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.

Eligible Applicants: Law enforcement agencies and all public governmental agencies, for-profit and nonprofit institutions, institutions of higher education, community groups, and faith-based organizations. Non-law enforcement applicants must formally partner with state and/or local law enforcement agencies.

Allocation Method: 2-year discretionary awards.

Accomplishments: Funded several initiatives under CPD to support the White House Strategic Implementation Plan on countering violent extremism (CVE):

World Organization for Resource Development and Education (WORDE)
- Awarded 2014 funding to WORDE to conduct an assessment of the first community-led approach to CVE, known as the Montgomery County Model (MCM):
  o Public-private partnership between WORDE, the Montgomery County Police Department (MCPD) and the Montgomery County Executive's Office of Community Partnerships.
  o Promotes community policing by fostering social cohesion amongst diverse county residents and creating community-led strategies to promote public safety and reduce violence.
  o WORDE has completed the community workshops and is now moving into the evaluation phase of the project. WORDE and partners will use the lessons learned from the MCM model assessment to develop standards, best practices, and training programs for other communities seeking to implement a robust CVE program. Deliverables are expected prior to 2017.
  o These efforts will help law enforcement officials and other stakeholders better identify the precursors of violent extremism and empower them to intervene when a person is at-risk for violent extremism.

Federal Law Enforcement Training Center (FLETC)
- Supported FLETC in 2013 in the planning and execution of a summit to:
  o Advance interdisciplinary efforts to implement effective community-based CVE intervention strategies, and
  o Create a community of interest that will continually improve upon these efforts. The Summit reflected the Federal Government's role in supporting locally-led efforts to create and implement sustainable, local, multi-disciplinary, inclusive, and information-driven grassroots efforts to counter violent extremism and prevent violent attacks.
- The summit involved stakeholders from a cross-section of disciplines:
  o Representatives from five U.S. communities (Boston, MA, Los Angeles, CA, St. Paul/Minneapolis, MN, Dearborn, MI and Montgomery County, MD) that are currently engaged in effective CVE practices participated.
  o International representatives from Australia, Canada, Germany, New Zealand and the United Kingdom shared best practices.
- The COPS Office released the *Report on the National Summit on Empowering Communities to Prevent Violent Extremism* in September of 2015.

International Association of Chiefs of Police (IACP)
- Provided a 2011 award to fund the IACP Community Policing and Radicalization Initiative.
  - The project has brought together an advisory board of leading practitioners and subject matter experts to address two related topics:
    - Using community policing strategies to counter violent extremism and
    - Addressing on-line radicalization
  - Project deliverables include:
    - A publication, *Using Community Policing for Countering Violent Extremism: 5 Key Principles for Law Enforcement*
    - A series of awareness briefs focused on home-grown and on-line radicalization
    - Videos showcasing working partnerships between police, immigrant groups, community, and faith-based organizations around the issue of countering and responding to violent extremism. These include videos focused on law enforcement and community partnerships in Dearborn, MI and Los Angeles, CA.

Programmatic Strategies
- Develop resilient communities that can counter the threat of violent extremism through community-based problem solving, local partnerships, and community-oriented policing initiatives.
- Identify and expand existing promising projects into replicable models for de-radicalization and community re-integration.
- Expand the research base in order to identify and promote evidence-based practices.
- Create training modules for law enforcement professionals and community members that are aligned with the best research in behavioral science.
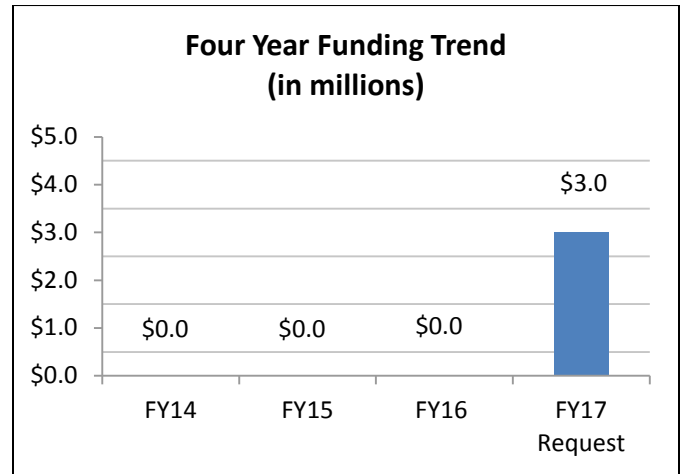
Four Year Funding Trend (in millions)

$5.0	
$4.0	$3.0
$3.0	
$2.0	
$1.0	$0.0 $0.0 $0.0
$0.0	
	FY14 FY15 FY16 FY17 Request

FY 2017 Proposed Policy Changes to the Program: N/A

FY 2017 Proposed Funding Changes to the Program: N/A

Grant Application and Award History

($ in millions)	FY 2014	FY 2015	FY 2016	FY 2017 Request
Total Appropriated	$0.0M	$0.0M	$0.0M	$3M Request
Total Funding Awarded	$0.0M	$0.0M	$0.0M	$2.5M Est.
Total Number of Awards Made	0	0	0	5 Est.

2. Performance Tables

PERFORMANCE AND RESOURCES TABLE

Strategic Goal 3: Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.
Objective 3.1: Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

Decision Unit: Community Oriented Policing Services

RESOURCES	Target		Actual		Projected		Changes		Requested (Total)	
	FY 2015		**FY 2015**		**FY 2016**		**Current Services Adjustments and FY 2017 Program Changes**		**FY 2017 Request**	
Workload										
Number of grants awarded and maintained	2,064		1,586		Discontinued in FY16		N/A		Discontinued in FY16	
Number of new awards made in FY	330		342		535		(59)		449	
Number of grants closed out in FY	257		700		475		(25)		450	
Total Costs and FTE	**FTE**	**$000**	**FTE**	**$000**	**FTE**	**$000**	**FTE**	**$000**	**FTE**	**$000**
(reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)	124	208,000	118	208,000	118	212,000	6	31,600	124	286,000

			Target		Actual		Projected		Changes		Requested (Total)	
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2015		FY 2015		FY 2016		Current Services Adjustments and FY 2017 Program Changes		FY 2017 Request	
Program Activity		Supporting Law Enforcement by Advancing Community Policing Through Grant Resources	FTE	$000	FTE	$000	FTE	$000	FTE	$000	FTE	$000
			110	192,645	109	192,645	104	191,151	(1)	44,284	103	235,434
Performance Measure: Outcome	3.1	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%		42.2%		90%		0%		90%	
Performance Measure: Output	3.1	Number of officers funded	10,841		10,893		11,778		1,210		12,988	
Performance Measure: Output	3.1	Number of officers hired	9,465		8,882		10,422		914		11,335	
Performance Measure: Outcome	3.1	Extent to which COPS grant funding (e.g. officers, equipment, technical assistance, etc.) has increased your agency's community policing capacity	New in FY16		N/A		75%		0%		75%	
Program Activity		Advancing Community Policing Through Knowledge Resources and Technical Assistance	FTE	$000	FTE	$000	FTE	$000	FTE	$000	FTE	$000
			8	15,355	9	15,355	14	20,849	7	29,716	21	50,566
Performance Measure: Output	3.1	Number of COPS knowledge resource products distributed	224,000		260,488		232,000		18,000		250,000	
Performance Measure: Output	3.1	Number of People Trained	13,000		11,204		9,000		0		9,000	
Performance Measure: Outcome	3.1	Extent to which COPS knowledge resources (e.g. publications, podcasts, training, etc.) have increased grantee community policing capacity	New in FY16		N/A		60%		0%		60%	
Performance Measure: Outcome	3.1	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 FY16		N/A		10,440		0		12,528	

PERFORMANCE MEASURE TABLE

Decision Unit: Office of Community Oriented Policing Services

Strategic Objective		Performance Report and Performance Plan Targets	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 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	New in FY 15	90%	42,2%	90%	90%
3.1	Output	Number of officers funded	7,115	8,005	8,979	9,951	10,841	10,893	11,778	12,988
3.1	Output	Number of officers hired	5,305	5,930	7,104	8,158	9,465	8,882	10,422	11,335
3.1	Output	Number of COPS knowledge resource products distributed	1,563,183	1,970,576	1,132,047	304,251	224,000	260,488	232,000	250,000
3.1	Output	Number of people trained	10,975	8,675	22,322	10,977	13,000	11,204	9,000	9,000
3.1	Outcome	Extent to which COPS grant funding (e.g. officers, equipment, technical assistance, etc.) has increased your agency's community policing capacity	New in FY 16	New in FY 16	New in FY 16	New in FY 16	New in FY 16	N/A	75%	75%

PERFORMANCE MEASURE TABLE

Decision Unit: Office of Community Oriented Policing Services

Strategic Objective		Performance Report and Performance Plan Targets	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
3.1	Outcome	Extent to which COPS knowledge resources (e.g. publications, podcasts, training, etc.) increased grantees' community policing capacity	New in FY 16	New in FY 16	New in FY 16	New in FY 16	New in FY 16	N/A	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	New in FY 16	N/A	10,440	12,528

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.

3 . Performance, Resources, and Strategies

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

The COPS Office is the primary source of federal funding 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 2017 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.

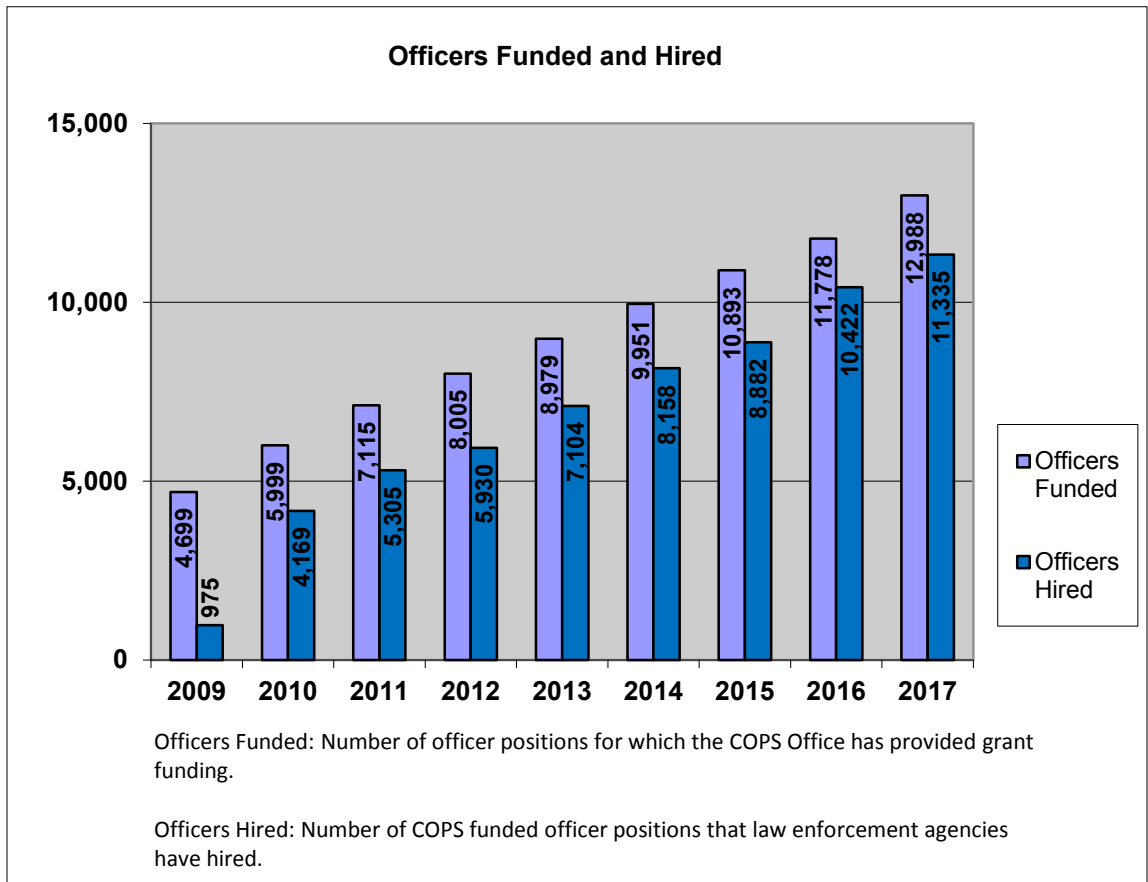### Accomplishments of the COPS Hiring Programs: 1994 to Present

The Administration's priority of funding additional law enforcement officers to improve public safety began in FY 2009 with the COPS Hiring Recovery Program (CHRP), funded by the American Recovery and Reinvestment Act (ARRA). From FY 2009 through FY 2012, the COPS Office funded approximately 8,000 officers. The community policing officer count began to include the COPS Hiring Program (CHP) and the Tribal Resources Grant Program (TRGP) in 2010 and 2012, respectively.

From 2009 through 2015, approximately 10,900 community policing officer positions were funded by the COPS Office. The total number of officer positions funded by year and program are:

Program	2009	2010	2011	2012	2013	2014	2015
CHRP	4,699	7	N/A	N/A	N/A	N/A	N/A
CHP	N/A	1,388	1,021	828	937	944	915
TRGP	N/A	N/A	N/A	62	37	29	26

The COPS Office anticipates funding approximately 880 and 1,200 additional officer positions in FY 2016 and FY 2017, respectively. This will bring the total number of officer positions funded from FY 2009 to FY 2017 to approximately 12,980 officers. Of these funded officer positions, the COPS Office estimates that approximately 11,330 will be hired/filled by the end of FY 2017.

Below is a graph of the number of officer positions funded and filled (actual hires) by the COPS Office during the current Administration, including projections for FY 2015 through FY 2017:

Officers Funded and Hired

Year	Officers Funded	Officers Hired
2009	4,699	975
2010	5,999	4,169
2011	7,115	5,305
2012	8,005	5,930
2013	8,979	7,104
2014	9,951	8,158
2015	10,893	8,882
2016	11,778	10,422
2017	12,988	11,335

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

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

The COPS Office continues to ensure that our knowledge resources are distributed to state, local, and tribal law enforcement agencies by focusing additional emphasis on marketing these products and improving knowledge resource recipients' satisfaction. Since FY 2009, the COPS Office has distributed over eight million knowledge resource products.
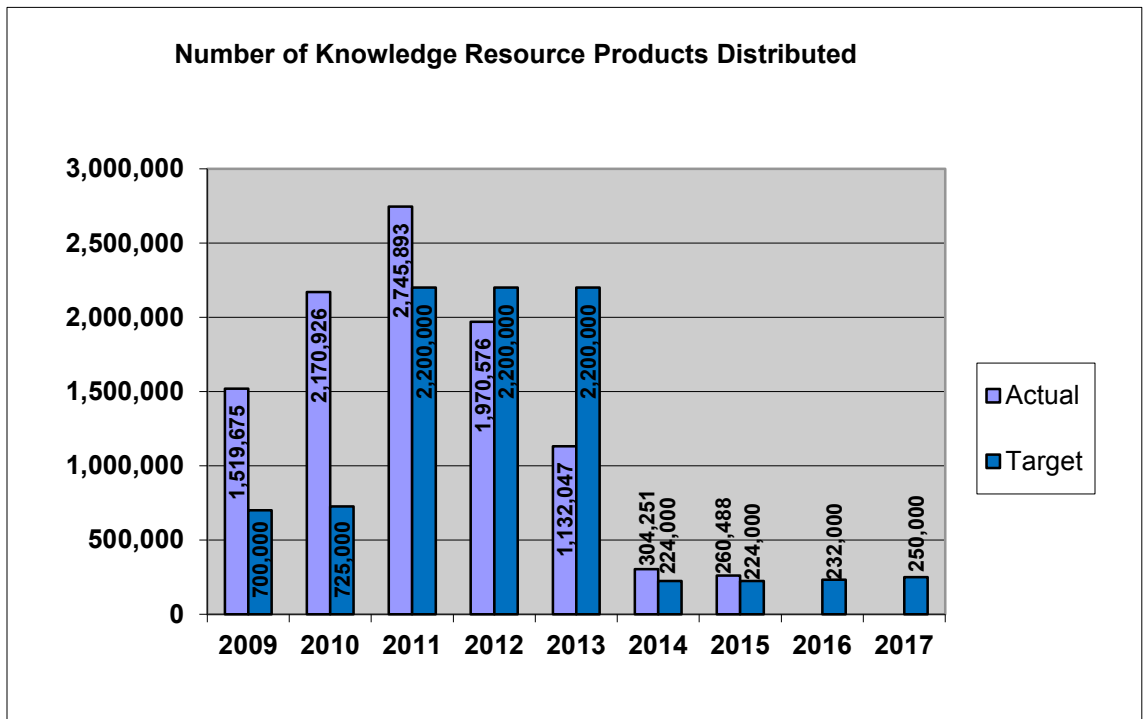
Number of Knowledge Resource Products Distributed

Year	Actual	Target
2009	1,519,675	700,000
2010	2,170,926	725,000
2011	2,745,893	2,200,000
2012	1,970,576	2,200,000
2013	1,132,047	2,200,000
2014	304,251	224,000
2015	260,488	224,000
2016		232,000
2017		250,000

This data is collected through the COPS Office Response Center. This measure includes the number of downloads of COPS products from the website and the number of hard copy orders mailed. In FY 2014, the COPS Office modified its performance target to reflect a technological change in how the office tracks and records frequency and volume of website activity. In FY 2013, the COPS Office began using a new software for website statistics analysis, due to a cease in production of the previously used software. The currently used software uses a more conservative approach in how hits to websites are counted. This change is reflected in the lower than anticipated estimate of knowledge products distributed beginning in 2014. This technological change reflects the Department's guidance to its components on website tracking tools.

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.

c. Priority Goals

In FY 2016, the COPS Office was selected to serve as the lead component on the FY 2016-2017 DOJ priority goal. The goal, *Enhancing Public Safety Through Building Trust with Communities*, strives to strengthen relationships with the communities we serve, and enhance law enforcement capabilities by constructing new foundations of trust, respect and mutual understanding. By September 30, 2017, DOJ will increase by 40 percent 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. To achieve its goal in this area, DOJ is committed to forging stronger relationships between law enforcement agencies and the communities they serve by bolstering trust where relationships have frayed or where communities wish to be proactive. Specific to this goal, by September 30, 2017, the COPS Office will enhance the training and technical assistance activities it conducts, including those at the sites of the Collaborative Reform Initiative for Technical Assistance program. The Collaborative Reform process is a voluntary police reform effort that a single agency can request to address either organizational systemic or serious issues that they are committed to resolving to rebuild community trust.

In addition, DOJ will provide communities with the guidance and tools through various activities, including the implementation of the 21st Century Policing Report recommendations, the National Initiative for Building Trust and Justice, the Violence Reduction Network, and other community focused programs and training.

V. Program Increases by Item

A. Item Name: **COPS Hiring Program (CHP)**

Budget Appropriation: Community Oriented Policing

DOJ Strategic Objective 3.1   Promote and strengthen relationships and strategies for the administration of justice with state, local, tribal, and international law enforcement

Organizational Program: COPS Hiring Program

Ranking: 1 of 4

Program Increase*:   **Dollars +$42,000,000 for a total funding of $229,000,000**
                                      Positions **0** FTE **0**

*Within the CHP total:
1. +$27M for COPS Hiring Program (After FY 2017 program set-asides and Off-set by decreases for a $15M Indian Country set-aside and $10M Collaborative Reform Initiative (CRI-TA) set-aside)
2. +$10M for Community Policing Development
3. +$5M for a Diversity Initiative

1. COPS Hiring Program (CHP)

COPS Hiring Program: **Dollars +$27,000,000 net increase (after 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 2017 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 making approximately 200 CHP awards to fund ~1,200 community policing officer positions.

The FY 2017 request of $229 million is a $42 million increase above the FY 2016 Enacted level of $187 million. After programmatic set-asides, $164 million will be available for CHP grants.

Problem: 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.

Solution: 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.

The COPS Office is requesting an increase of $42 million in CHP funding. Of the $229 million available for CHP, $15 million is for Indian Country for the hiring of community policing officers in U.S. tribes, $20 million is for Community Policing Development, and $5 million is for a Diversity Initiative.

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: $229 million

	Pos	Agt/ Atty	FTE	Total ($000)	FY 2018 Net Annualization (change from 2017) ($000)	FY 2019 Net Annualization (change from 2018) ($000)
FY 2015 Enacted	0	0	0	180,000	0	0
FY 2016 Enacted	0	0	0	187,000	0	0
FY 2017 Current Services	0	0	0	0	0	0
Increases:						
Personnel	0	0	0	42,000	0	0
Non-Personnel	0	0	0	0	0	0
Grand Total	0	0	0	229,000	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.

2. Community Policing Development (CPD)

Community Policing Development: Dollars **+$10,000,000 for total funding of $20,000,000**
                                               Positions **0** FTE **0**

Purpose: To provide funding to support CPD activities which identify, test, and promote community policing strategies, applied research, guidebooks, training and best practices that repair and build trust between law enforcement and communities, protect Americans from national security threats and violent crime, protect the most vulnerable members of society, and reduce systemic disparities in the criminal justice system – all cornerstones of the Department's FY 2017 funding priorities, Smart on Crime Initiative, and the President's Task Force on 21st Century Policing.

Problem: There are 16,000 police departments across the Unites States, all of which face unique issues and challenges within their communities. Given the tremendous variability in law enforcement across the United States, there is a need for national coherency across police agencies in areas such as training, service delivery and community engagement that can help to build trust with police departments and the communities they serve.

Recent events have demonstrated a strain between some police departments and communities. As a result, the COPS Office, in partnership with the White House, led the President's Task Force on 21st Century Policing. The Task Force met

with hundreds of community members, law enforcement officers and executives, associations and stakeholders, researchers and academics, and civic leaders nationwide to develop recommendations regarding how policing practices can promote effective crime reduction while building public trust.

The COPS Office played an integral part in the development of the Task Force Report, and also plays the critical role of enabling and supporting law enforcement agencies nationwide in implementing the Task Force recommendations within their own agencies.

Each year the COPS Office receives hundreds of applications for funding through the CPD Program to advance the practice of community policing in law enforcement agencies through training and technical assistance, the development of innovative community policing strategies, applied research, guidebooks, and best practices that are national in scope. However, in recent years, the COPS Office has only been able to fund 18-21 percent of applications.

The COPS Office has a cadre of training opportunities that are offered to law enforcement agencies nationwide without cost to the agency. Such trainings have included Fair and Impartial Policing training, Procedural Justice training, Veteran De-escalation training, National Drug Endangered Children Training, Coffee with a Cop, and many more. Each year, the COPS Office receives more requests then we are able to fill for administrations of these trainings. In the recent months, the COPS Office has seen an increase in training requests which has caused a backlog as a result of a limited number of training providers funded in FY 2015. An increase in funding from $10M to $20M would allow for an increased impact on the law enforcement field through enhanced applied research projects and increased training opportunities.

Solution: The COPS Office, through CPD, enhances the abilities of law enforcement agencies nationwide through access to cutting edge applied research, innovative training opportunities, national forums around emerging issues and valuable resource materials. With the recent recommendations from the President's Task Force on 21st Century Policing, the COPS Office is in the position to bolster the implementation of these recommendations through law enforcement led demonstration projects, applied research on Task Force recommendations, increased training development and administration, and critical response technical assistance, as well as holding national forums and convenings around emerging issues. In order to maximize the COPS Office implementation efforts of the 21st Century Task Force Recommendations, an appropriation of $20M for fiscal year 2017 is requested.

FY 2017 CPD grants will consist of 1 to 2-year awards, ranging in size from $75,000 to $500,000 (based on scope of project and expected deliverables). Previous projects have focused on human trafficking, child sexual exploitation, building trust with immigrant communities, countering violent extremism, community policing training in tribal communities, fair and impartial policing, procedural justice, as well as many others. COPS trainings are provided at no-cost to agencies across the country.

With an increased appropriation in FY 2017, the COPS Office would fund initiatives to:

- *Expand applied research and demonstration projects to:*
  - Develop, expand, and sustain trust between law enforcement and the communities they serve;
  - Fulfill the recommendations of the President's Task Force on 21st Century Policing;
  - Protect Americans from national security threats by promoting stronger community relationships and combating violent extremism;
  - Protect Americans from violent crime by expanding law enforcement practices that have been shown to be effective, efficient, and evidence-based;
  - Protect the most vulnerable populations through implementing innovative programs and projects on child and human trafficking, child sexual exploitation, sexual assault, and crime in American Indian Country;
  - Improve agency training and knowledge regarding use of force, de-escalation, implicit bias, multi-disciplinary and community collaboration, and problem solving; and
  - Enhance agency capacity to implement racial profiling data collection and analysis.

- *Continue the Microgrant Initiative:* The CPD Microgrant Initiative provides awards to state, local, and tribal law enforcement agencies to undertake innovative and experimental work in community policing. The Microgrant Initiative plays a critical role in identifying successful practices for law enforcement by supporting strategies that are

for the field, by the field. The COPS Office amplifies the descriptions and results of these projects to the rest of the law enforcement profession to support replication.

- ***Continue and expand the Critical Response Initiative:*** The CPD Critical Response Initiative provides targeted technical assistance to law enforcement agencies dealing with events, incidents, or sensitive issues of varying need. The flexibility afforded to the COPS Office through the Critical Response Initiative has provided assistance to law enforcement agencies in a variety of ways such as:

  - *Peer-to-Peer Exchanges:* Peer-to-peer exchanges provide the opportunity for law enforcement personnel to interact with and learn from other peers involved in the same line of work or area of responsibility. The exchanges allow for the sharing of best practices and real world examples. When peer-to-peer exchanges occur effectively among agencies, they enhance the professional development of the participants and increase capacity and knowledge base within participating agencies. For example, the exchanges are scalable in that they can be as minimal or robust as necessary; they can accommodate individuals or groups.

  - *Strategic Planning Development:* Strategic Planning Development provides guided assistance to law enforcement departments through the alignment of goals and objectives with the mission of their department. Through facilitated conversations on the direction of the department with key stakeholder groups, the COPS Office helps develop a results-based system with measurable and attainable goals and outcomes.

  - *Targeted in-depth review, analysis and recommendations of a specific law enforcement issue:* Leveraging the expertise of a Critical Response technical assistance provider and only at the request of a law enforcement agency, the COPS Office has conducted assessments to include analysis and recommendations. The methodology for the assessment process may include a review of relevant department policies and accountability systems, focus groups and interviews with city and department stakeholders, extensive community outreach, direct observation of department operations, and research regarding best practices in police agencies nationwide on these issues.

  - *Facilitated Conversations on National Law Enforcement Issues:* Facilitated conversations between law enforcement practitioners, non-profits and community groups provide opportunities for open and honest dialogue while highlighting national best practices. Whether the topic is agencies dealing with the effects of a diminished local economy or promoting a dialogue between labor and police management, facilitated conversations provide the COPS Office the opportunity to highlight experts from the field to better inform their law enforcement peers.

- ***Expand delivery of existing COPS-funded training curricula and develop new, innovative training:*** As identified in the Task Force report, the scope of law enforcement's responsibilities continues to grow and therefore so does the need for increased and improved training opportunities. There is an ever-increasing array of challenges that line officers must meet including international terrorism, evolving technologies, immigrant communities, changing cultural traditions, and a growing mental health crisis. As highlighted in the Task Force report, "The skills and knowledge required to effectively deal with these issues requires a higher level of education as well as extensive and ongoing training in specific disciplines.[2]"

  The CPD Program supports the development and delivery of evidence based training curricula which is made available at no-cost to law enforcement agencies nationwide. Previous trainings include Procedural Justice training, Fair and Impartial training, Coffee with a Cop, National Drug Endangered Children training, Veteran De-escalation training, School Resource Officer training, and others. These trainings provide the resources many departments are looking for but can't always afford, at no cost. Further, through the train-the-trainer opportunities put forth through these awards, agencies are able to send one representative to a training who is then equip to train the rest of the department using the free and available COPS-funded curriculum.

  Additional funding would allow for the increase in innovative curriculum development around these topics, as well as enhanced training deliveries to a larger array of law enforcement agencies nationwide.

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[2] President's Task Force on 21st Century Policing. 2015. *Final Report of the President's Task Force on 21st Century Policing.* Washington, DC: Office of Community Oriented Policing Services.

- *Continue delivery of Emerging Issues Forums:* The COPS Office provides funding to convene a series of executive sessions on pressing issues and topics of critical concern. The forums involve planning and hosting sessions attended by law enforcement leaders, policymakers, and other subject-matter experts to identify best practices and establish guidance for the entire law enforcement profession. Past forums have concerned issues such as labor and management relations in the current environment, constitutional policing, and the use of body-worn cameras. Each forum results in a publication that impacts the rest of the field, including background research and documented findings that are disseminated to law enforcement leaders and relevant stakeholders. In FY 2016 the COPS Office will host forums on a number of topics including: mass demonstrations, opioid addiction, police training standards, as well as a forum made up of rank and file officers to hear directly from them about the Task Force report and recommendations.

- *Expand the Community Oriented Policing Management Education and Development Program (COP-MED):* In FY 2017, the COPS Office will expand the previously developed (using FY 2016 funding) COP-MED Program to establish a cadre of practitioners with advanced skills and knowledge of community policing principles. The COPS Office would fund, through a competitive process, a credentialed academic institution to seat the inaugural class (supported through COPS-funded fellowships) of a first-of-its-kind Masters of Community Policing Science degree program that blends a rigorous curriculum with state-of-the-art management training and real-life experiences and case studies, to assist law enforcement managers to become leaders of the next generation of law enforcement. The program would focus on cutting-edge practices; established and evolving criminological, social, and related theory from across other disciplines; and an academic curriculum that would include the key research conducted in community policing over the past 20 years with an emphasis on principles and programs with a proven track record.

  Students would focus on topics that increase knowledge and skills to:

  - Leverage community engagement tactics and partnerships to disrupt terrorist threats and groups, while enhancing community trust and communication;
  - Use analytic and problem-solving approaches to better understand and respond to violent crime;
  - Apply promising and effective approaches to reduce recidivism and provide alternatives to incarceration; and
  - Protect the most vulnerable members of our society.

  Students would also be required to participate in structured projects with the COPS Office and/or other DOJ components. These projects would address challenges facing the profession and result in publications to be distributed throughout the field.

Who Can Apply for Funding: Public governmental agencies, profit and nonprofit institutions, institutions of higher education, community groups, and faith-based organizations

Allocation Method: One to two-year discretionary awards

Budget Request: $20 million (as a CHP set-aside)

Consequences of Not Funding: CPD is designed to increase the community policing capacity of law enforcement agencies by supporting the creation and sharing of best practices throughout the United States. Without funding for the CPD program, law enforcement agencies will have limited access to proven community policing strategies that could help them address and/or prevent crime within their jurisdictions. The law enforcement field relies heavily on the technical assistance and resources provided through CPD to provide them with cutting edge products, training, research and knowledge. CPD also supports the demonstration and testing of innovative practices, including those that serve as models for the implementation of recommendations found in the President's Task Force on 21st Century Policing report. Through CPD funding, the COPS Office has the power to convene law enforcement around timely public safety issues and engage law enforcement executives in peer-to-peer exchanges to look for innovative solutions to community policing problems. Recent examples of convenings sponsored through CPD include the Attorney General's summit on violent crime, the development of guidelines to reduce gender bias among law enforcement in their responses to sexual assault, an after-action assessment on the police response to the mass demonstrations in Ferguson, and an after-action assessment to the law enforcement response to the recent terrorist attack in San Bernardino. As evidenced

by the high profile projects and feedback on CPD funding, there is a tremendous return on the investment of CPD funding and capability to offer these vital resources to law enforcement.

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.

3. Diversity Incentive Initiative

Program Increase: Dollars **+$5,000,000 for total funding of $5,000,000**
                                               Positions **0** FTE **0**

Purpose: The COPS Office requests $5 million in FY 2017 as a set aside within CHP for incentive grants to promote diversity among sworn personnel within U.S. law enforcement agencies. The FY 2016 enacted budget provides for up to $5 million of the appropriation for community policing development activities to be used for this purpose.

Problem: Recent events in Ferguson, Missouri and around the country have highlighted the importance of trust between law enforcement agencies and the people they protect and serve. The need for more diversity within law enforcement has become a focal point of national discussion, and the disparity between the racial composition of law enforcement agencies and the communities they serve has been raised as point of discussion as an impediment to fostering partnerships between them. Building and maintaining communities of trust is a key component of community policing, and the COPS Office hopes to promote public trust by supporting law enforcement agencies that identify a need for a more diverse cadre of law enforcement officers to better reflect the communities they protect.

Solution: The Diversity Initiative supports the Department's FY 2017 priority to enhance public safety through community policing. Trust is essential to the stability of our communities, the integrity of our criminal justice system, and the safe and effective delivery of policing services. Improving diversity related to public trust is not limited to race, but also includes gender, age, and other factors that are important to the community's view of law enforcement. The COPS Office promotes public trust by supporting law enforcement agencies that identify a need for a more diverse cadre of law enforcement officers to better reflect the communities they serve.

The broad goal for this initiative will be to improve the extent to which law enforcement agencies reflect the diversity of the communities that they serve. Per the President's Task Force Report on 21st Century Policing, "Many agencies have long appreciated the critical importance of hiring officers who reflect the communities they serve and also have a high level of procedural justice competency. Achieving diversity in entry level recruiting is important, but achieving systematic and comprehensive diversification throughout each segment of the department is the ultimate goal. It is also important to recognize that diversity means not only race and gender but also the genuine diversity of identity, experience, and background that has been found to help improve the culture of police departments and build greater trust and legitimacy with all segments of the population."

These broad goals will be accomplished by developing and highlighting best practices in recruitment, hiring and outreach to improve diversity and cultural and linguistic responsiveness of law enforcement. It will also be used to highlight law enforcement agencies that have successfully achieved improved diversification of their agencies and develop and provide training and technical assistance and potentially direct funding to those who are in need of more intensive targeted assistance.

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

Allocation Method: Competitive grants

Budget Request: $5 million

	Pos	Agt/ Atty	FTE	Total ($000)	FY 2018 Net Annualization (change from 2017) ($000)	FY 2019 Net Annualization (change from 2018) ($000)
FY 2015 Enacted	0	0	0	0	0	0
FY 2016 Enacted	0	0	0	0	0	0
FY 2017 Current Services	0	0	0	0	0	0
Increases:						
Personnel	0	0	0	0	0	0
Non-Personnel	0	0	0	5,000	0	0
Grand Total	0	0	0	5,000	0	0

Consequences of Not Funding: Missed opportunity to address current concerns about lack of diversity within law enforcement agencies, which limits the ability of these agencies to build trust with their constituents.

Similar Programs: None

Proposed Legislative or Policy Changes: None

Anticipated Program Outcome(s): Establish and promote best practices for creating law enforcement agencies that reflect the communities they serve.

B. Item Name:	**Collaborative Reform**
Budget Appropriation:	Community Oriented Policing Services
DOJ Strategic Objective 3.1	Promote and strengthen relationships and strategies for the administration of justice with state, local, tribal, and international law enforcement
Organizational Program:	Collaborative Reform Initiative for Technical Assistance (CRI-TA)
Ranking:	2 of 4
Program Increase:	Dollars +**$20,000,000 for total funding of $20,000,000** Positions **0** FTE **0**

Purpose: Support organizational transformation through an analysis of policies, practices, training, tactics, and accountability methods. The Collaborative Reform Initiative for Technical Assistance (CRI-TA) is designed to assist law enforcement (LE) agencies' capacity to build community partnerships, enhance transparency and improve community trust. The COPS Office issues recommendations, and assists agencies in implementing them or helps find the resources to do so. A key component of the program is that the recommendations have applicability beyond the individual agencies in which these reviews are conducted.

Problem: Over the past 4 years, the Department has received an increase in requests for assistance from the law enforcement community for a proactive, non-adversarial, and cost effective form of technical assistance for agencies with significant law enforcement-related issues, such as use-of-force practices, officer involved shootings, racial profiling, officer misconduct, leadership, interacting with persons with mental illness, and agency transparency. All of these issues have posed difficulties for law enforcement agencies as they struggle to handle them, some proactively and some in response to community protests. In response to the requests for help, the Department developed CRITA to provide middle-ground assistance between formal investigation and consent decree monitoring through the Civil Rights Division, and smaller-scale resources and assistance currently provided by the Department.

Solution: In response to requests from the law enforcement community, the COPS Office created the Collaborative Reform Initiative for Technical Assistance (CRI-TA) in 2011. It provides the DOJ with a middle ground between formal investigation and consent decree monitoring through the Civil Rights Division and smaller-scale resources and assistance currently provided by the Department.

The purpose of CRI-TA is to improve trust between agencies and the communities they serve by providing a means to organizational transformation around specific issues. It is not a short-term solution for a serious deficiency but rather a long-term strategy that first identifies issues within an agency that may affect public trust and then offers recommendations based on a comprehensive agency assessment for how to resolve those issues and enhance the relationship between the police and the community. Agency participation in this collaborative process is voluntary; however, agencies selected to participate must demonstrate a commitment to address the recommendations and undertake significant reform efforts.

The COPS Office uses assessment and technical assistance providers to coordinate this work. Based on the involvement of subject matter experts, interviews, data and records analysis, and direct observations, as well as conducting research and analysis, the COPS Office issues a series of findings and recommendations that are consistent with best practices in policing. The agency's progress toward addressing the recommendations is monitored over a period of 18 months to ensure the changes are sustained. Reports summarizing the status of each recommendation are publicly released, offering a level of accountability to the community. In addition, in the spirit of the collaborative nature of this work, the COPS Office provides technical assistance and other resources to the agency to help it address its specific needs. The CRI-TA initiative helps to proactively promote organizational and cultural changes in law enforcement agencies across the United States, because the recommendations have applicability beyond the individual agencies in which these reviews are conducted. The recommendations and outcomes from these sites benefit agencies nationwide because they can adapt them to their own critical needs. Because all reports are released publicly, they serve as a road map for change for other agencies.

Who Can Apply for Funding: For-profit and nonprofit institutions, universities, and colleges

Allocation Method: Competitive contracts and/or cooperative agreements to technical assistance providers

Budget Request: $20 million

	Pos	Agt/ Atty	FTE	Total ($000)	FY 2018 Net Annualization (change from 2017) ($000)	FY 2019 Net Annualization (change from 2018) ($000)
FY 2015 Enacted	0	0	0	0	0	0
FY 2016 Enacted	0	0	0	0	0	0
FY 2017 Current Services	0	0	0	0	0	0
Increases:						
Personnel	0	0	0	0	0	0
Non-Personnel	0	0	0	20,000	0	0
Grand Total	0	0	0	20,000	0	0

Consequences of Not Funding: Without the requested funding, the COPS Office will not be able to support expansion of the program, including the capacity to deliver technical assistance to 25 – 30 law enforcement agencies. Additionally, the COPS Office will not be able to expand the ability to share lessons learned and best practices with agencies beyond those engaged in collaborative reform. As multiple sites near completion, common themes are emerging across departments and model policies and procedures can be developed and articulated to other agencies.

A key factor in the success of CRI-TA is the COPS Office's collaboration with other DOJ components such as the Civil Rights Division (CRT), the Office of Justice Programs Diagnostic Center, and the Community Relations Service (CRS) for the benefit of local law enforcement. This coordinated approach not only leverages the COPS Office's credibility with state, local, and tribal law enforcement but also fosters communication and coordination within key DOJ components.

Similar Programs: None

Proposed Legislative or Policy Changes: None

Anticipated Program Outcome(s):
- Improved agency knowledge regarding policies and procedures on the issues identified in the assessment recommendations;
- Increased number of law enforcement agencies who actively and productively partner with their communities to rebuild trust;
- Increased number of law enforcement agencies who implement best practices regarding their identified issues; and
- Increased capacity of law enforcement to proactively operate under the concept of procedural justice and fairness.

C. Item Name: **Indian Country**

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: Indian Country

Ranking: 3 of 4

Program Increase: **+$23,000,000**
Positions **0** FTE **0**

Purpose: In FY 2017, the COPS Office requests $23 million for Indian Country as a single line item. An additional $15 million is requested as a set-aside within CHP. Within the $23 million line item, the FY 2017 request includes $3 million for the purchase of systems, system support, and technical assistance to facilitate tribal access to critical law enforcement information sharing systems.

Assistance to tribal communities remains a high priority within the Department of Justice. Continuing to fund this program would provide additional resources by which to assist tribal law enforcement agencies with problem solving through community policing practices.

Problem: Many tribal law enforcement agencies face a range of unique obstacles that often challenge their ability to promote and sustain community policing effectively. Unlike municipal police agencies, many tribes still lack basic technology to modernize their departments. The officer-to-population ratio still remains higher on Indian reservations than in any other jurisdictions across the country. Tribal law enforcement agencies also have a unique challenge of patrolling large areas of uninhabited land. Because of these challenges, the tribal law enforcement community continues to require federal assistance for hiring personnel, as well as equipment and technology upgrades.

The Indian Law and Order Commission report, entitled *A Roadmap For Making Native America Safer*, provides recommendations to improve safety in tribal communities and assessments on the criminal justice systems in tribal communities. It identifies an officer shortfall due to federal resource constraints in Indian Country. The report explains that if tribal law enforcement agencies are fully staffed at the same personnel levels as non-tribal law enforcement agencies, it will enhance the capacity of tribal law enforcement and reduce crime rates.

According to the Bureau of Indian Affairs, Office of Justice Services, the 2010 staffing data concluded that there were approximately 2.16 officers per 1,000 residents in Indian Country, while the national average was 3.5 officers per 1,000 residents. When vacant staffing positions are taken into account, the data shows a 50% staffing shortage and that approximately 2,991 additional officers would need to be hired to eliminate this disparity.

The needs of tribal communities are great, as noted by the requests the COPS Office receives from the Coordinated Tribal Assistance Solicitation (CTAS) that far outstrip available funds. Under the COPS Office's Tribal Resources Grant Program, applicants may request funding for newly hired or rehired officers, law enforcement equipment, technology, and training to help address these needs through CTAS.

The COPS Office has also received feedback from various consultations, listening sessions, and other outreach activities with tribal stakeholders about their needs. At events such as the annual Office on Violence Against Women consultation, CTAS consultations and listening sessions, and the Attorney General's Tribal Nations Leadership Council meetings, tribal leaders and representatives have expressed the need for additional law enforcement officers and equipment to enhance their public safety efforts.

Through the Tribal Law and Order Act (TLOA) of 2010, Congress required the Attorney General to ensure that tribal officials that meet applicable requirements be permitted access to national crime information databases. Further, the Department has repeatedly heard from tribes that they face barriers to accessing and entering information into national crime information databases. The reality, however, is that tribal ability to fully participate in the national Federal Bureau of Investigation's Criminal Justice Information Services (CJIS) systems currently depends upon various regulations, statutes, and policies of the states in which a tribe is located. Tribal access to CJIS managed services via state CJIS Systems Agencies (CSAs) continues to be inconsistent. Some tribes find these conditions of access to state networks objectionable or unworkable, and feel that as sovereign nations, they should not have to depend upon states for access or police/sheriff offices for the entering of tribal information into national systems.

The lack of access to databases also results in tribal records being unavailable to other jurisdictions, e.g., minimal information regarding suspects, no access to tribal fingerprints, bookings, or information about the arrest dispositions. Moreover, tribes may be unable to access criminal records about non-Indians and non-member Indians committing offenses on their reservations. Such an information vacuum puts responding officers, victims, and the community in jeopardy.

Tribal governmental agencies also need access to criminal history records for employment and licensing purposes. Statutory authority for access largely depends on the purposes and may vary tribe-to-tribe. Commonly authorized purposes include screening for: tribal government and tribal gaming personnel, social workers, medical and school personnel, foster parents, tribal housing authority employees and prospective tenants, foster care placement, or for personnel working with vulnerable populations like children, the elderly, or disabled. Specific legislation or provisions within broader statutes, such as the Indian Child Protection & Family Violence Prevention Act, Indian Gaming Regulatory Act, and Native American Housing Assistance and Self-Determination Act authorize, or, in some instances, require background checks to be completed.

As with many small or rural agencies, tribal agencies may be financially under-resourced, have less than optimal technical capabilities to support an information sharing infrastructure, and/or lack the ability to devote large amounts of resources to training. Yet tribes cannot be treated as small local departments. The federal trust responsibility necessitates that the needs of tribes be properly addressed.

In 2010 DOJ began a National Crime Information Center (NCIC) Access Pilot Project with tribes that lacked access via their state CJIS Systems Agency (CSA) to NCIC. DOJ currently supports 23 participants through this effort; however, funds will be exhausted by FY 2017.

Solution: Since CTAS' inception in FY 2010, the Department has awarded over $530 million to hundreds of American Indian and Alaskan Native communities. Through CTAS, the COPS Office, along with the Office of Justice Programs (OJP) and the Office on Violence Against Women (OVW), provides federally-recognized tribes and tribal consortia the opportunity to develop a comprehensive approach to access public safety and victimization resources.

The $23 million requested in FY 2017 for the Tribal Resources Grant Program will enable the COPS Office to proactively address the most serious tribal law enforcement needs, implement or enhance community policing strategies, and enhance the capacity of tribal law enforcement to prevent, solve, and control crime. Further, in FY 2017, the COPS Office requests that $3M of the total request for Indian Country supports access for tribal law enforcement to federal criminal information databases and systems.

Who Can Apply for Funding: Federally recognized Indian Tribal Governments, as determined by the Secretary of the Interior; including Alaska Native villages and Tribal consortia consisting of two or more federally-recognized Indian Tribes.

Allocation Method: Competitive grants and a reimbursable agreement with DOJ components for the $3 million for information sharing systems access. Grants are broken out into three-year hiring, technical assistance and equipment/training awards.

Budget Request: $23 million

	Pos	Agt/ Atty	FTE	Total ($000)	FY 2018 Net Annualization (change from 2017) ($000)	FY 2019 Net Annualization (change from 2018) ($000)
FY 2015 Enacted	0	0	0	0	0	0
FY 2016 Enacted	0	0	0	0	0	0
FY 2017 Request	0	0	0	23,000	0	0
Increases:						
Personnel	0	0	0	0	0	0
Non-Personnel	0	0	0	23,000	0	0
Grand Total	0	0	0	23,000	0	0

Consequences of Not Funding: Public safety in Indian country would not be enhanced and investments in community policing, including partnership and problem solving activities, would not increase at the local tribal level. Staffing challenges, which are already significant, for tribal law enforcement would continue to be exacerbated by not funding these additional investments in the Tribal Resources Grant Program. Overall, public safety in tribal communities may be negatively impacted through the reduced ability of tribal law enforcement to address crime and quality of life issues and access national information sharing systems.

Similar Programs: None

Proposed Legislative or Policy Changes: None

Anticipated Program Outcome(s):

- Implemented or enhanced community policing strategies within tribal communities, through the funding of community policing officers, equipment, training and technical assistance in a comprehensive way;
- Enhanced capacity to prevent, solve, and control crime among tribal law enforcement agencies; and
- Increased number of tribal law enforcement agencies with the ability to access and enter data into federal criminal information databases and systems.

D. Item Name: **Countering Violent Extremism (CVE)**

Budget Appropriation: Community Oriented Policing

DOJ Strategic Objective 3.1   Promote and strengthen relationships and strategies for the administration of justice with state, local, tribal, and international law enforcement

Organizational Program: COPS Office

Ranking: 4 of 4

Program Increase*:   Dollars +**$3,000,000 for a total funding of $3,000,000**
Positions **0** FTE **0**

Purpose: The goal of this funding is to build on existing projects and develop new initiatives that enhance the ability of law enforcement agencies nationwide to partner with local residents, business owners, community groups, and other stakeholders on homeland security initiatives by leveraging established community policing approaches to counter violent extremism through demonstration projects and best practice development.

Problem: Internationally and domestically, communities and departments are confronted by the increasing shadow of violent extremism. Groups with ideological convictions so strong that they feel impelled to violent action are an increasingly visible facet of modern life. According to research, violent extremists of all ideologies are increasingly likely to elect soft targets, sometimes with little or no direct connection to the cause they support. This leads to an increased awareness and fear of terrorism domestically, and a frightened public is increasingly demanding solutions from lawmakers and law enforcement agencies.

In the United States, violent extremists are drawn from a variety of groups and philosophies with little to no overlap. This presents a unique challenge for law enforcement. Law enforcement agencies are seeking solutions to address these issues. Community policing provides agencies with increased ability to develop relationships of trust with communities to prevent and respond to radicalization. Local law enforcement agencies are uniquely positioned both as first responders and as community partners, but they frequently lack the capacity and training to engage in proactive efforts to build community resilience to radicalization and violent extremism.

Communities with members at a higher risk of radicalization are often marginalized, isolated, and mistrustful of state apparatuses. This creates an additional level of difficulty when it comes to building relationships of trust between community members and law enforcement professionals. Officers express a desire for better training on cultural competency, better access to language services, and better coordination with other community and local government partners. Indictments for violent extremism in the United States are fortunately limited, but growing steadily. Violent extremism is statistically rare and it is therefore difficult to run more traditional, problem-oriented interventions. New approaches, procedures and programming are needed.

Law enforcement must strike a delicate balance between increased attention to communities with members at risk of radicalization and respecting and preserving the civil rights of the members of those communities. Any responsible program to build community resilience must include training for law enforcement professionals on implicit bias, cultural competency (when relevant), language services (when relevant), de-escalation, and alternatives to incarceration. Law enforcement agencies need to know how to engage other branches of government (such as health and human services, social services, and education services) and community partners (religious and inter-religious organizations, community based organizations, and recreational organizations) to provide pathways away from and out of radicalization. Protecting communities from radicalization is one of the best methods available to law enforcement to preventing violent extremism.

Solution: The COPS Office, through the funding to build community resilience to combat violent extremism, will enhance the abilities of law enforcement agencies nationwide through the development of demonstration projects, cutting edge applied research, and development of best practices and models to increase the capacity of law enforcement agencies and communities. In order to maximize the COPS Office's ability to respond to on-going threats of violent extremism through community resilience building efforts, an appropriation of $3M is requested.

In FY 2017, the COPS Office intends to expand applied research and demonstration projects to:

- Develop, expand, and sustain trust between law enforcement and the communities they serve;
- Enhance the ability of communities and law enforcement partners to identify and respond to violent extremism;
- Increase the knowledge base regarding best practices on community engagement around these topics and issues;
- Increase the ability for law enforcement agencies to gather information while respecting and maintaining the civil rights of community members;
- Equip law enforcement agencies to work with other government and non-government agencies to identify services appropriate to the communities they wish to engage; and
- Empower local agencies to create programs specific to local community needs.

Who Can Apply for Funding: Law enforcement agencies and all public governmental agencies, for-profit and nonprofit institutions, institutions of higher education, community groups, and faith-based organizations. Non-law enforcement applicants must formally partner with state and/or local law enforcement agencies.

Allocation Method: Two-year discretionary awards.

Budget Request: $3 million

	Pos	Agt/ Atty	FTE	Total ($000)	FY 2018 Net Annualization (change from 2017) ($000)	FY 2019 Net Annualization (change from 2018) ($000)
FY 2015 Enacted	0	0	0	0	0	0
FY 2016 Enacted	0	0	0	0	0	0
FY 2017 Current Services	0	0	0	0	0	0
Increases:						
Personnel	0	0	0	0	0	0
Non-Personnel	0	0	0	3,000	0	0
Grand Total	0	0	0	3,000	0	0

Consequences of Not Funding: The COPS Office will not be in a position to enhance local law enforcement's capacity to address the challenges presented by public fear of terrorism and acts of violent extremism. Further, the COPS Office will not be in a position to help facilitate the capacity of local law enforcement to engage communities around the issues in order to increase communities' own capacity to identify and address radicalization of community members.

Similar Programs: None

Proposed Legislative or Policy Changes: None

Anticipated Program Outcome(s):
- Improved agency knowledge regarding culturally appropriate ways to engage communities around terrorism and radicalization;
- Increased number of law enforcement agencies who actively and productively partner with communities at risk of radicalization;
- Increase the number of law enforcement agencies who implement best practices regarding these issues;
- Increase the capacity of law enforcement for information gathering while protecting the civil rights of community members; and
- Increase the number of demonstration projects to support law enforcement agencies' ability to address terrorism related issues.

VI. Program Offsets by Item

A. Item Name: **COPS Anti-Methamphetamine Program**

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: COPS Anti-Methamphetamine Program

Ranking: 1 of 2

Program Decrease: Dollars (**$7,000,000)**

Purpose: The 2014, 2015, and 2016 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.

The COPS Office is not requesting FY 2017 funding for this program.

Problem: To ensure more streamlined efforts throughout the Federal government to combat this issue, and avoid duplicative efforts, no funding is requested in FY 2016 by the COPS Office for this program.

Solution: By redirecting this funding, the Department will be able to increase resources toward supporting 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 2015 Enacted	0	0	0	7,000	0	0
FY 2016 Enacted	0	0	0	7,000	0	0
FY 2017 Current Services	0	0	0	7,000	0	0
Increases:						
Personnel	0	0	0	0	0	0
Non-Personnel	0	0	0	(7,000)	0	0
Grand Total	0	0	0	(7,000)	0	0

Consequences of Not Funding: In FY 2017, 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 Increase*:   Dollars (**$7,000,000**)
                                    Positions **0** FTE **0**

Purpose: This FY 2016 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 2017 funding for this program.

Problem: To ensure more streamlined efforts throughout the Federal government to combat this issue, and avoid duplicative efforts, no funding is requested in FY 2017 by the COPS Office for this program.

Solution: By redirecting this funding, the Department will be able to increase resources toward supporting 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 2015 Enacted	0	0	0	7,000	0	0
FY 2016 Enacted	0	0	0	7,000	0	0
FY 2017 Current Services	0	0	0	7,000	0	0
Decreases:						
Personnel	0	0	0	0	0	0
Non-Personnel	0	0	0	(7,000)	0	0
Grand Total	0	0	0	(7,000)	0	0

Consequences of Not Funding: In FY 2017, 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