The COPS Office

20 Years of Community Oriented Policing

COPS
Community Oriented Policing Services
U.S. Department of Justice

INTRODUCTION

In his 1994 State of the Union address, President Bill Clinton pledged an additional 100,000 community policing officers to reduce violence and prevent crime in America's neighborhoods. Later that year, following the passage of the Violent Crime Control and Law Enforcement Act of 1994, Attorney General Janet Reno established the Office of Community Oriented Policing Services within the U.S. Department of Justice (DOJ) to turn that promise into action. As we, the COPS Office, now mark the 20th anniversary of the Crime Act, we celebrate not only the accomplishments of the COPS Office over the past 20 years but also the widespread success of community policing and the vast progress made by the law enforcement field in embracing this philosophy.

Community policing 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 and making those individuals 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.

In considering what to include in this 20-year retrospective, we realized that it would be impossible to synopsize the dozens of grant programs, scores of training courses, and hundreds of publications the COPS Office has made available to the field since 1994. Rather, this publication summarizes the work of which the COPS Office is so proud—the grant resources we've provided, the officers added to our streets, and the progress made in helping the field to advance the field. We would also like to thank the thousands of chiefs, sheriffs, line officers and deputies, associations and stakeholders, civic leaders, researchers and academics, social service providers, and community members who have invested themselves in community policing and worked with, supported, and lent their experience and expertise to the COPS Office over the years. Through each of these remarkable partnerships, we've made tremendous headway in addressing the crime and disorder problems that have plagued our nation and exhausted our resources. Twenty years later, we continue to embrace those partnerships to take control of crime and create more vibrant, healthy communities. Together, we've made an amazing difference. Let's keep going.

"Today marks the . . . anniversary of President Clinton's announcement that the [COPS] program had funded the 100,000 additional officers it had promised. But the COPS program went well beyond providing us with these badly needed additional police officers, as important as that was: It fundamentally changed policing in America's cities by instituting community policing practices in our departments . . . . Because of the COPS program, we have embraced an understanding that we must balance our crime fighting strengths and skills to address law enforcement with the need to build and nurture community support."

– Charleston (South Carolina) Mayor Joseph P. Riley, Jr.

Credit: White House photographer

Above: On May 12, 1999, President Bill Clinton announced during a White House Rose Garden ceremony that the COPS Office had accomplished its initial goal of funding 100,000 officers.

14 billion

Since 1994, the COPS Office has invested more than $14 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing.

125,000

By the end of 2013, the COPS Office had funded approximately 125,000 additional officers for more than 13,000 of the nation's 18,000 law enforcement agencies across the country.

2 million

As of 2013, the COPS Office had distributed more than two million topic-specific publications, training curricula, white papers, and resource CDs.

Nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office-funded training organizations.

700,000

1994

The Violent Crime Control and Law Enforcement Act passes both the House and the Senate, authorizing an $8.8 billion expenditure over six years. The Office of Community Oriented Policing Services is created to distribute and monitor these funds.

The COPS Office awards its first hiring funding through the Phase I program and launches three new open solicitations: Accelerated Hiring, Education, and Deployment (AHEAD); Funding Accelerated for Smaller Towns (FAST); and Making Officer Redeployment Effective (MORE).

Total COPS Office Appropriation for FY 1994: ***$148.4 million***

1995

The COPS Office announces the Universal Hiring Program (UHP), which incorporates FAST and AHEAD. Additional training for newly hired veterans funded through UHP is made available through the Troops to COPS program.

The COPS Office awards grants through the Youth Firearms Violence Initiative.

Total COPS Office Appropriation for FY 1995: ***$1.3 billion***

GRANT FUNDING

Hiring Programs

For 20 years, COPS Office hiring funds have helped law enforcement agencies face the challenges of keeping their communities safe through community policing while maintaining sufficient sworn personnel levels in a changing economic climate.

Over the years, departments both large and small have told us that COPS Office hiring grants have helped them become more effective, more efficient, and more responsive to the needs of their communities. Police and sheriffs across the nation have used this funding to bolster their law enforcement efforts, connect with their citizens, and reclaim their neighborhoods.

To meet the original objective of putting 100,000 additional officers on the street, the COPS Office awarded funds for hiring community policing officers and deputies under four primary grant programs. The first three—Phase I; Accelerated Hiring, Education, and Deployment (AHEAD); and Funding Accelerated for Smaller Towns (FAST)—were all introduced within two months of the passage of the 1994 Crime Act. Between them, the COPS Office awarded more than $894 million for hiring more than 12,900 community policing officers. In June 1995, the Universal Hiring Program (UHP) superseded the previous programs, expanding to include transit, campus, park, and other police forces serving special jurisdictions. The largest program the COPS Office has ever administered, UHP ultimately resulted in awards totaling more than $4 billion for more than 55,000 officer positions between 1995 and 2008.

In addition, the COPS Office's Making Officer Redeployment Effective (MORE) program awarded nearly $1.3 billion between 1995 and 2002 to thousands of police departments and sheriffs' agencies. This enabled them to acquire time-saving technologies and equipment and to hire civilians so officers no longer needed to spend time performing administrative and support duties. Both of these methods saved officers numerous hours, resulting in the redeployment of more than 40,000 officers onto the beat.

Although available funding for officer hiring decreased in the mid-2000s, in 2009 the COPS Office played an important role in stimulating economic recovery through

Below: President Barack Obama greeted law enforcement officers during a White House ceremony to honor the 2013 National Association of Police Organizations TOP COPS award winners.

Credit: AP Photo/Carolyn Kaster

1996

The COPS Office has funded more than 52,000 officers through its hiring programs.

The COPS Office announces its Anti-Gang Initiative, Community Policing to Combat Domestic Violence program, and 311 program.

Total COPS Office Appropriation for FY 1996: ***$1.4 billion***

1997

COPS Office funding establishes a nationwide network of Regional Community Policing Institutes (RCPI).

The COPS Office announces its Problem-Solving Partnerships initiative, Advancing Community Policing program, and Police Integrity Training Initiative.

Total COPS Office Appropriation for FY 1997: ***$1.42 billion***

Credit: Shutterstock/Spirit of America

"The COPS program reduced crime by putting more officers on the street."

– Government Accountability Office, Study of COPS Grants Impact on Crime, Criminal Justice Funding Report, November 2005

the creation of the COPS Hiring Recovery Program (CHRP), appropriated under that year's American Recovery and Reinvestment Act. CHRP was established to preserve and create jobs and to promote economic recovery, assisting those most impacted by the recession. By asking a variety of fiscal health questions in the new CHRP application, the COPS Office was able to gain a complete view of the fiscal distress being experienced by applicants through objective and verifiable indicators that all agencies, from rural communities to large cities, could accurately report. Within a four-week period, the COPS Office designed and implemented its first-ever fully online application system. And with $1 billion in grant funding under the Recovery Act, along with provisions to waive the historical officer salary cap and local match requirement, the COPS Office received an unprecedented demand for hiring funds through more than 7,200 applications requesting more than $8 billion. Just five months after the passage of the Recovery Act, the COPS Office made 1,046 CHRP awards to hire or rehire 4,699 law enforcement officer positions.

The demand from state, local, and tribal governments for COPS Office hiring funds has remained extremely high since 2009, especially with state and local budgets still being tightened in a difficult economy. Funding decisions under the COPS Hiring Program (introduced in 2010 and still an active yearly grant solicitation) are based on a combination of factors involving community policing strategies, fiscal needs, and reported crime rates. Agencies applying for hiring grants are required to complete a comprehensive community policing plan that incorporates a problem-solving component in which they identify the specific issues they will target with hiring funding. Furthermore, since 2011, all COPS Office hiring grantees have been required to complete a Community Policing Self-Assessment Tool (CP-SAT) and distribute it to members of their organizations. This online survey provides law enforcement agencies with the ability to measure their implementation of community policing initiatives and to identify areas for further development. Thus, it also helps to inform our understanding of the levels of community policing implementation and progress in COPS Office grantee organizations over time.

1998

The COPS Office has funded 75,000 new community policing professionals nationwide.

The COPS Office introduces several new funding mechanisms, including the Distressed Neighborhoods Pilot Project, Safe Schools Initiative, Police Corps program, Small Communities Grant Program, School-Based Partnerships program, Methamphetamine Initiative, and Technology Program.

Total COPS Office Appropriation for FY 1998: ***$1.63 billion***

1999

The COPS Office launches the COPS in Schools (CIS) grant program and the Tribal Resources Grant Program (TRGP).

The COPS Office funds its 100,000th community policing professional in May 1999.

Total COPS Office Appropriation for FY 1999: ***$1.46 billion***

"In our view, the COPS program is, and should remain, the backbone of direct federal aid to local and state law enforcement agencies. Simply put, there is no other federal program that offers this type of direct assistance to law enforcement agencies. It has a tremendously positive impact on public safety in communities."

– Fraternal Order of Police

Innovative Funding Initiatives

One of the great strengths of the COPS Office since its inception, and of which we are extremely proud, is our ability to rapidly conceptualize, develop, and implement innovative funding programs in response to the emerging needs of law enforcement. Working closely with law enforcement executives, practitioners, researchers, and other experts in the field, the COPS Office draws upon the knowledge of subject matter experts and those with hands-on experience in specific issue areas to develop creative and innovative ways of addressing both long-standing community problems and evolving public safety issues.

School Safety

Since our inception, the COPS Office has dedicated significant grant funding to school safety programs, with each initiative focused on different yet related aspects of school safety. While the School-Based Partnerships program addressed persistent school-related crime and disorder problems through problem-solving techniques, the Secure Our Schools program provided funding for purchasing crime prevention equipment and other security improvements. The Safe Schools Initiative focused on delinquency prevention, community planning, and technology development. Combined, these programs provided more than $195 million to address school safety and the prevention of school violence.

The COPS Office also believes that school resource officers (SRO) play a unique role in preserving order and safety, providing security, addressing crime and disorder problems, and serving as liaisons between the school and police. SROs can work with youth in a positive way through mentoring, developing relationships, and referring students to professional services within both the school (guidance counselors and social workers) and the community (youth and family service organizations). Between 1999 and 2005, the COPS in Schools program awarded nearly $724 million for SRO hiring. Since 2011, the COPS Hiring Program has enabled agencies to hire officers to address specific problem areas, including school-based policing. Furthermore, recognizing the need to set a national standard for the SRO's role in school safety, in 2013 the COPS Office funded the Integrated School Resource Officer Safety Model and Training Curriculum project, which is designed to expand the knowledge base for SROs and those who select, hire, train, and manage them.

Helping Large Agencies

A study* analyzed Law Enforcement Management and Administrative Statistics (LEMAS) data to assess the change in police employment and policing practices of 177 municipal police agencies. The analysis found a significant effect for the change in police employment as well as in police practices. The authors concluded that "the Federal Government's efforts have apparently helped large municipal police agencies to hire more police officers and to pursue more innovation directed toward the goals of [community oriented policing]."

* R. Helms and R. Gutierrez, "Federal Subsidies and Evidence of Progressive Change," *Police Quarterly* 10, no. 1 (2007): 87–107.

2000

The COPS Office launches three new programs: Police as Problem-Solvers and Peacemakers, Justice-Based After School (JBAS), and Value-Based Initiatives (VBI).

Through the COPS Office's In-Car Camera Initiative under the existing Technology Program, $12 million is awarded to 41 state law enforcement agencies for the purchase of 2,900 in-car cameras.

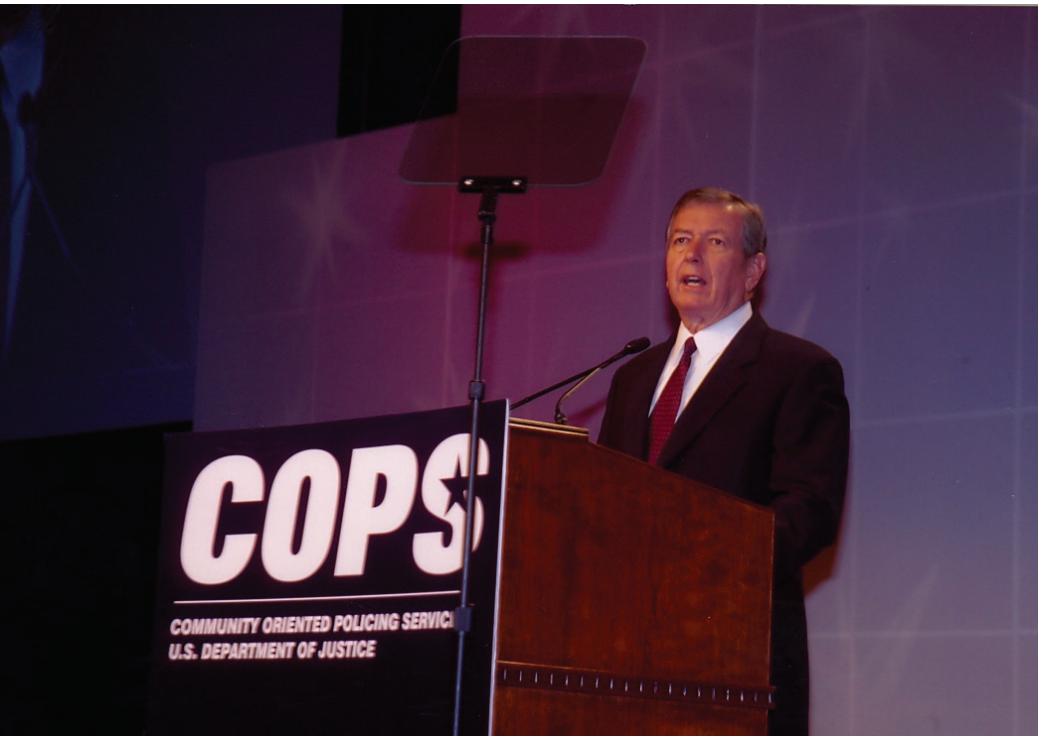
Total COPS Office Appropriation for FY 2000: ***$913 million***

2001

The COPS Office launches two new series of publications: *COPS Innovations* and *Problem-Oriented Policing Guides*.

The COPS Office supports the New York City Police Department and Arlington County (VA) Police Department as they respond to the 9/11 terrorist attacks.

Total COPS Office Appropriation for FY 2001: ***$1.042 billion***



Credit: COPS Office

Left: In 2004, then Attorney General John Ashcroft addressed attendees at the COPS Office National Community Policing conference.

" I think the COPS program has been successful. The purpose of the COPS Office was to demonstrate to local police departments that if you put additional people, feet, on the street, that crime could be affected and that people would be safer and more secure. We believe that the COPS program demonstrated that conclusively."

– Former U.S. Attorney General John Ashcroft

In addition to direct funding, the COPS Office remains committed to preventing school violence through developing and disseminating knowledge products, training, and technical assistance. One of our agency's most requested resources, the COPS School Safety CD-ROM, contains more than 30 COPS Office and other DOJ agency links and documents related to youth violence, gangs, bullying, and drugs, serving as a critical resource for local policy makers, school administrators, parents, and students.

Tribal Policing

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

Approximately $400 million has been invested in the COPS Office's Tribal Resources Grant Program (TRGP) since the program's inception. This does not include additional funding that other COPS Office programs have provided to tribes. Through TRGP, more than 280 tribal law enforcement agencies nationwide have received COPS Office grants for equipment, technology, and training, and more than 950 officer positions have been funded.

The COPS Office continues to support the administration's strong emphasis on meeting the public safety needs of the nation's tribal law enforcement community. Since 2010, the COPS Office has awarded funding for tribes through the DOJ's Coordinated Tribal Assistance Solicitation (CTAS) process, developed in

2002

The COPS Office launches the Secure Our Schools program.

Total COPS Office Appropriation for FY 2002: ***$1.1 billion***

2003

The COPS Office launches the Homeland Security Overtime Program (HSOP) and Interoperable Communications Technology Program.

The new Community Policing Development initiative is introduced.

Total COPS Office Appropriation for FY 2003: ***$977 million***

More Sworn Officers, Decreased Crime Rates

In its 2005 report* on the effectiveness of COPS Office grants, the Government Accountability Office (GAO) found that COPS Office funding resulted in significant increases in the number of sworn officers and produced significant declines in the rates of total index crimes, violent crimes, and property crimes. Specifically, the declines in crimes attributable to COPS Office expenditures accounted for 10 percent of the total drop in crime from 1993 to 1998 and approximately 5 percent from 1993 to 2000. Further, for every dollar in COPS hiring grant expenditures per capita, there was a reduction of almost 30 index crimes per 100,000 persons.

* *Community Policing Grants* (Washington, DC: Government Accountability Office, 2005).

response to a request from tribal leaders to improve the DOJ grant-making process by streamlining it across all departmental grant-making components. Through CTAS, the COPS Office is able to meet multiple public safety resource needs within tribal communities through a single grant application, and the office hopes to increase the capacity of tribes to develop and implement a comprehensive approach to addressing their public safety, criminal and juvenile justice, and victimization issues.

Homeland Security

In the years since the September 11 terrorist attacks, the role of law enforcement in identifying, preventing, and responding to terrorism and violent extremism has gained recognition as vital to the nation's safety and security. The law enforcement community has risen to this challenge, and collaboration among local, state, tribal, and federal law enforcement and homeland security partners has improved tremendously thanks to advances in technology; improved partnership between federal, state, and local authorities; and greater trust and communication between police and the communities they serve.

The COPS Office's 2003 Homeland Security Overtime Program increased the amount of overtime funding available to support community policing and homeland security efforts, paying officers overtime during homeland security training sessions and supporting the overtime efforts of officers working on homeland security or terrorism task forces. Furthermore, the COPS Office recognized that one of the major issues facing the emergency services sector can be the inability of emergency service workers,

Below: Attorney General Eric Holder and COPS Office Director Ronald Davis speak about the Collaborative Reform Initiative for Technical Assistance in September 2014.

Credit: COPS Office

2004

The COPS Office allocates $4.6 million under the COPS Methamphetamine Training Initiative.

More than $82 million in grants is awarded to 23 communities in 17 states to develop interoperable communication networks.

Total COPS Office Appropriation for FY 2004: ***$748 million***

2005

In its 2005 report on the effectiveness of COPS Office grants, the Government Accountability Office (GAO) found that COPS Office funding produced significant declines in the rates of total index crimes, violent crimes, and property crimes. According to the GAO, the declines in crimes attributable to COPS Office expen ditures accounted for 10% of the total drop in crime from 1993 to 1998 and approximately 5% from 1993 to 2000.

Total COPS Office Appropriation for FY 2005: ***$598 million***

including traditional "first responders," to communicate with one another during emergencies. To help address this, the COPS Office's 2003–2006 Interoperable Communications Technology Program provided more than $245 million in funding to improve the effectiveness of law enforcement information systems and to resolve data interoperability issues.

The COPS Office has also convened numerous gatherings of public safety leaders to discuss critical homeland security topics such as the information-sharing environment, fusion centers, and intelligence-led policing. In addition to grant funding, training courses offered in partnership with the COPS Office—such as "Tactical Community Policing for America's Homeland Security Initiatives," developed by the Virginia Center for Policing Innovation—focus on strengthening the capacity of law enforcement agencies to implement an all-crimes approach based on community policing principles. By working together, we can build on the trust and relationships law enforcement has established or enhanced through community policing to increase homeland security.

Methamphetamine

COPS Methamphetamine program funding assists state, local, and tribal law enforcement agencies in combating meth production and distribution, targeting drug hot spots, and removing and disposing of hazardous materials at clandestine methamphetamine labs. Since 1998, the COPS Office has received more than $500 million in funding to award grants that help combat the spread of meth nationwide, as well as to provide funding to the Drug Enforcement Administration (DEA) for meth lab clean-up activities. New in 2014, the COPS Office awarded competitive COPS Anti-Methamphetamine Program (CAMP) grants to state law enforcement agencies in states with high seizures of precursor chemicals, finished meth, labs, and lab dump seizures. Funds will be used for investigative purposes to locate or investigate illicit activities, including precursor diversion, lab operations, or meth trafficking.

The COPS Office encourages agencies to focus on community policing approaches to meth reduction. The office also works directly with state and local law enforcement agencies to craft innovative strategies, track and evaluate their implementation, and disseminate results to other jurisdictions confronting similar challenges.

Other Areas

Space constraints prevent us from describing in detail all the additional innovative funding programs administered by the COPS Office throughout the past 20 years, but the graphic to the left demonstrates the wide range of areas in which COPS funding has left a lasting impact on law enforcement and our nation's communities.

2006

The COPS Office hosts the 2006 National Community Policing Conference, "Community Policing: Leading the Way to a Safer Nation, which features more than 48 workshops offering leadership strategies in the areas of change, innovation, crisis, and integrity, as well as contemporary issues in community policing.

Total COPS Office Appropriation for FY 2006: ***$472 million***

2007

The COPS Office distributes its millionth technical assistance publication to the law enforcement field.

The COPS Office funds the development of the "West Side Story Project, an innovative law enforcement / theatre collaboration to work with schools and community organizations to develop a youth violence prevention initiative using the themes of the musical West Side Story.

Total COPS Office Appropriation for FY 2007: ***$541 million***

HELPING THE FIELD TO ADVANCE THE FIELD

While many may think of the COPS Office first and foremost as an agency that provides much-needed funding directly to law enforcement, equally important is how the office assists the law enforcement community through both convening and responding activities. As a convening agency, we call together the brightest minds in the profession; evaluate, explore, and address emerging and critical issues; and send a powerful message to the field that we are engaged in building relationships and solving problems. As a responding agency, we continue to build on our history as the resource the law enforcement profession turns to for the highest quality, practitioner-oriented training, technical assistance, and publications available on public safety issues and problems.

Convening the Field

The COPS Office has always recognized the importance and value of hearing from practitioners and others in the criminal justice arena to gain perspectives on current issues impacting the field in the area of community policing. In our earliest days, this was done through our agency's National Community Oriented Policing Resource Board and our support of the Community Policing Consortium.

Over the years, our efforts to examine concerns of national importance to law enforcement have led to the creation of emerging issues forums, each designed to obtain a broad spectrum of experiential and anecdotal information from the field on specific topics. Forum attendees share their challenges and successes in various community policing-related subject areas and exchange information and ideas. Each forum provides professional perspectives on substantive community policing-related issues affecting law enforcement professionals across the United States and is summarized to enable law enforcement practitioners and others from across the nation to benefit from the insight provided on these critical issues. Recent topics have included the relationship between labor and management, body-worn cameras, policing in the new economy, and the implementation of procedural justice and values-based policing.

Building Trust

Building trust is not always about discussion groups or community meetings. In April 2014, the COPS Office developed and hosted a forum, "Strengthening the Relationship between Law Enforcement and Communities of Color," at the Ford

Credit: COPS Office

Above: Vice President Joseph Biden announced funding under the 2011 COPS Hiring Program while visiting the Alexandria (Virginia) Police Department in September 2011.

2008

The COPS Office kicks off the Child Sexual Predator Program (CSPP) with nearly $16 million in grant funding. Congress created CSPP to locate, arrest, and prosecute child sexual predators.

For the first time in three years, the COPS Office offers its Universal Hiring Program to help law enforcement agencies hire community policing officers.

Total Appropriation for FY 2008: ***$587 million***

2009

The COPS Office awards $1 billion in Recovery Act funding to hire, rehire, or retain nearly 5,000 law enforcement positions through the COPS Hiring Recovery Program.

In record time, the COPS Office develops a new online application system and responds to 17,626 telephone calls and 4,300 e-mails to make awards in July 2009.

Demand for hiring funding is unprecedented in 2009, as the COPS Office receives more than 7,200 applications requesting more than $8 billion.

Total COPS Office Appropriation for FY 2009: ***$1.55 billion***

Credit: Shutterstock/Stockelements

"Since its inception, the COPS Office has been extremely successful in implementing and carrying out its designated objectives . . . . The proven effects on crime reduction seen due to the program should make COPS an integral part of any homeland security design."

– National Association of Police Organizations

Foundation in New York City. More than 75 law enforcement officials, civil rights activists, academic experts, community leaders, and policymakers met to address challenges, share promising strategies, and discuss creative and actionable solutions to the relationship between communities of color and law enforcement. Attendees worked on identifying an "Agenda for Action" to provide a concrete plan for confronting misunderstandings between law enforcement and communities of color and for breaking the cycle of mistrust and cynicism that can undermine their mutual cooperation. (This meeting built upon the findings of a conference held in January 2012 that the COPS Office hosted in conjunction with the National Network for Safe Communities to address racial reconciliation and police legitimacy.)

Ethics and Police Integrity

Effective crime control requires a collaborative working relationship between law enforcement agencies and the communities they are sworn to serve and protect. A culture of police integrity is essential in building respect and trust. In turn, mutual respect and trust between police and citizens is essential to effective crime control. Police integrity requires local law enforcement agencies operating within their legal authority, in accordance with accepted police practices, and in an ethical manner consistent with community expectations.

Since 1996, the COPS Office has invested approximately $70 million to promote and advance ethics and integrity through our Police Integrity Training Initiative. The overall goal of this initiative is to meet emerging and changing law enforcement needs by assisting agencies in creating or strengthening local programs that build trust between police and their communities, as well as helping law enforcement agencies address integrity-related issues, such as racial profiling, through internal mechanisms. The COPS Office was proud to sponsor the first National Symposium on Police Integrity and organized the DOJ's Conference on Police-Community Relationships. These efforts culminated in a police integrity focus group that concentrated on the effective use of early warning systems, complaint investigations, use of force policies, and racial profiling. In addition, the COPS Office has worked in partnership with major law enforcement associations and others to produce publications covering a range of topics—including ethics for the individual officer, procedural justice, and fair and impartial

2010

The Coordinated Tribal Assistance Solicitation (CTAS) is created and combines individual funding applications for OJP, OVW, and COPS Office tribal criminal justice assistance programs, allowing grantees to seek funding for all of their criminal justice needs through one application.

The COPS Hiring Program is established as a follow-up to the Recovery Act-based COPS Hiring Recovery Program.

Total COPS Office Appropriation for FY 2010: ***$791 million***

2011

COPS Hiring Program applicants are asked to identify a public safety problem and describe in detail how they will use proven community policing strategies to address this problem.

Grantees who receive a COPS Hiring grant are required to take the Community Policing Self-Assessment Tool at the beginning and end of the grant to create a comprehensive and objective picture of partnership, problem-solving, and organizational change successes, as well as areas that agencies may consider improving upon.

Total COPS Office Appropriation for FY 2011: ***$495 million***

policing—that can assist agencies in developing and strengthening their integrity programs.

Partnerships

The COPS Office continually reaches out to new and nontraditional public and private partners to work together to provide resources and services for law enforcement and the community, often with the goal of raising national awareness of key crime and public safety issues. Stakeholders include nonprofits, other government agencies, community groups, professional associations, foundations, associations, and private industries. A few examples of partnerships that resulted in new publications and assistance forums include those with Target (focusing on what law enforcement can learn from the private sector), the California Endowment (examining the intersection of public health and public safety), and the Northwest Arkansas Community College (exploring how law enforcement can partner with the private sector during natural disasters and other emergencies). Other foundations have been active participants in those sessions, including the Joyce Foundation, the Ford Foundation, Open Society, and Pew Charitable Trusts.

Training and Technical Assistance

The COPS Office has offered thousands of training courses, workshops, and webinars produced through grantees in a wide variety of areas, ranging from police officer training to projects that focus on improving youth engagement with law enforcement. To date, nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office-funded training organizations. A few highlights include the following:

- In 1997, COPS funding was used to establish a nationwide network of Regional Community Policing Institutes (RCPI) to provide comprehensive and innovative education, training, and technical assistance to COPS Office grantees and other policing agencies throughout a designated region. Each RCPI had the latitude to experiment with new ideas to challenge and improve traditional training curricula and to develop curricula that supported community policing implementation.

  RCPIs offered a wide variety of courses and programs, which focused on community mobilization, community partnerships, conflict resolution, crime

"This is how we reduce gun violence and murder, by hitting the streets. Democrats, Republicans, Congress, and President Obama lock hands; build on what should be common ground; and launch a newly reinvigorated COPS program to provide billions to hire new cops for community policing, just like Vice President Biden and President Clinton did in the 1990s."

– New Orleans Mayor Mitch Landrieu

2012

For any new hire positions awarded under the 2012 COPS Hiring Program, grantees are required to hire military veterans who served after 9/11 and who have been honorably discharged.

In November, the COPS Office announces the completion and delivery of an eight-month Collaborative Reform review of the Las Vegas Metropolitan Police Department's use of force policies and practices. The report quickly becomes a key resource for other law enforcement agencies facing similar concerns.

The COPS Office launches its own Twitter feed.

Total COPS Office Appropriation for FY 2012: ***$198.5 million***

2013

Priority consideration for COPS Hiring Program funding is given to law enforcement agencies that focus on deploying school resource officers, hiring military veterans, and reducing homicide and gun violence.

The COPS Office awards nearly $500,000 to the Virginia Tech Family Outreach Foundation to develop a new comprehensive school safety model and training curriculum.

The COPS Office has now disseminated more than two million training and technical assistance publications.

Total COPS Office Appropriation for FY 2013: ***$222.5 million***

"We can't achieve the goal of stronger communities without supporting those who keep our streets safe."

– Vice President Joseph Biden

Credit: Shutterstock/bikeriderlondon

analysis and mapping, campus safety, domestic violence reduction, drug abuse, human trafficking, problem solving, organizational transformation, school safety, tribal community policing, etc. As a network, the RCPIs trained more than 300,000 officers, municipal officials, and civic leaders in innovative approaches to law enforcement strategies to address quality of life issues. The COPS Office continues its partnership with various RCPIs as part of its cadre of community policing training providers.

- One of our current major training initiatives is the enhancement and further development of our online Community Policing Learning Portal. Launched in 2013, the portal provides free community policing training and tools to law enforcement, citizens, COPS Office grantees, and community policing instructors. The purpose of the portal is to encourage the advancement and institutionalization of community policing within law enforcement agencies and communities nationwide by providing easy-to-use, interactive online community policing courses and resources. As the premier single source for community policing training, law enforcement agencies can use the portal to not only increase the knowledge of their personnel and support staff but also, through the power of the Internet, bring these resources to their communities and local governments.
- In addition to training, the COPS Office has provided technical assistance to law enforcement agencies through a variety of methods, including significant problem analysis, facilitated discussion groups, and enhanced communication strategies. In 2014, the COPS Office's efforts in this area are focused on the Collaborative Reform Initiative for Technical Assistance and the Critical Response Technical Assistance program. The first was developed in response to requests from the law enforcement community for a proactive, non-adversarial, and cost-effective approach to practical technical assistance for agencies with significant law enforcement-related issues. The second provides a responsive and flexible structured review for lessons learned, promising practices, and recommendations for local law enforcement agencies experiencing significant issues because of a specific incident or series of incidents.

2014

The COPS Office convenes the forum"Strengthening the Relationship between Law Enforcement and Communities of Color" for community leaders, law en forcement executives, and civil rights organizations.

New COPS Office solicitations for 2014 include the COPS Anti-Methamphetamine Program and the Collaborative Reform Initiative for Technical Assistance.

The COPS Office celebrates its 20th anniversary of working with the law enforcement field to advance community policing.

Publications

By 2013, the COPS Office had distributed more than two million topic-specific publications, training curricula, white papers, and resource CDs. A few highlights include the following:

- Between 2001 and 2012, the COPS Office published more than 80 *Problem-Oriented Guides for Police*. Known collectively as *POP Guides*, the series helped police and other stakeholders understand how to apply problem-oriented policing to specific crime and disorder problems. Three types of *POP Guides* were made available: Problem-Specific Guides explored how problem-oriented policing can be used to address a specific crime and disorder problem; Problem-Solving Tools summarized types of data collection and analysis techniques for police to use in problem-oriented policing projects; and Response Guides examined when and where police should use specific responses and their related consequences, advantages, and disadvantages.
- Since July 2007, the COPS Office and the Campbell Collaboration Crime and Justice Coordinating Group (CCJG) have worked in partnership to bring the latest research on effective crime and justice practice to law enforcement professionals and other stakeholders in the field. Topics covered in the *Crime Prevention Research Review* series include legitimacy in policing, programs to prevent crime in hot spot areas, and juvenile awareness programs for preventing delinquency.
- In October 2011, recognizing that law enforcement agencies were among those hardest hit by the crisis in the economic climate, the COPS Office released *The Impact of the Economic Downturn on American Police Agencies*. Drawing from reputable surveys, publications, and a variety of data sets, this thorough report outlined the new reality in American policing—one that requires a shift in the methods law enforcement agencies use to uphold levels of service while dealing with ever-shrinking budgets—as well as the ways in which agencies have been affected and are responding.
- Launched in February 2012, *BOLO* (Be on the Lookout) is a series of short, easy-to-read bulletins highlighting COPS Office community policing development projects.

Military Veterans

Our military service members represent only 1 percent of our population, but they shoul der the responsibility of protecting our entire nation. While veterans may come from different military occupations, the skills acquired through service—such as an ability to work in teams, a capacity to adapt to challenging tasks and responsibilities, an attention to detail, and a drive to succeed—often complement the requirements needed to ensure a successful law enforcement career.

The COPS Office remains committed to sup porting military veterans and the law enforce ment agencies that hire them as our veterans seek to transition into policing careers. In the late-1990s, the Troops to COPS program was developed jointly by the U.S. Departments of Justice and Defense to provide reimbursement incentives to law enforcement agencies to offset the costs of training veterans as new police officers.

Today, our support for hiring military veterans whenever possible continues. In 2013 and 2014, COPS Hiring Program applicants that committed to hiring or rehiring at least one military veteran with COPS Office funding received additional consideration for selection. In addition, the COPS Office Vets to Cops web page offers a compilation of resources from military agencies and support organizations that are designed to assist law enforcement agencies with their recruitment and hiring efforts of military veterans.

"[COPS] has been beneficial . . . . An additional goal of the program was to show that actually having police officers on the ground would be very important in deterring crime, and I think we've shown that. We put additional police officers on the street, and now we have crime at an all-time low for 30 years."

– Former U.S. Attorney General Alberto Gonzales

"COPS grants . . . have provided law enforcement with resources to strengthen their core capabilities and have allowed them to greatly improve upon their crime fighting efforts."

– International Association of Chiefs of Police

Credit: Shutterstock/John Roman Images

Reduced Violent and Property Crimes

A COPS Office-funded study,* a version of which was published in the prestigious journal *Criminology and Public Policy*,† found that COPS Office funding produced significant reductions in both violent and property crime. In cities with populations greater than 10,000, an increase in one hiring grant dollar per resident contributed to a corresponding decline of 5.26 violent crimes and 21.63 property crimes per 100,000 residents.

* J. Zhao and Q. Thurman, *A National Evaluation of the Effect of COPS Grants on Crime from 1994 to 1999*, report submitted to the Office of Community Oriented Policing Services from the University of Nebraska at Omaha (2001).

† Johong Zhao, Matthew Scheider, and Quint Thurman, "Funding Community Policing to Reduce Crime: Have COPS Grants Made a Difference?" *Criminology and Public Policy* 2, no. 1 (2002): 7–32.

Electronic Resources and Social Media

Although few law enforcement agencies had their own e-mail addresses or Internet access 20 years ago, now everyone seeks to take advantage of the benefits of instant electronic communication, and the COPS Office is no exception. In addition to our robust website and online training portal, the COPS Office is proud to make cutting-edge information, resources, and guidance on community policing accessible to all at just the click of a mouse or tap of a tablet.

The office's *Community Policing Dispatch*, the e-newsletter launched in 2008, aims to educate readers about a variety of criminal justice issues that affect the implementation of community policing and to assist law enforcement practitioners in more effectively addressing crime and social disorder in their communities. It has twice been honored by the National Association of Government Communicators with Gold Screen awards for outstanding e-newsletter (2009) and web article (2010). The COPS Office's monthly podcast series, *The Beat*, features interviews with experts from many disciplines and provides law enforcement with the latest developments in community policing. The COPS Office has also entered the social media age, launching a Facebook page in January 2008 (www.facebook.com/DOJCOPS) and a Twitter feed in December 2012 (@COPSOffice).

WHAT COMES NEXT?

As we look to the future, important questions need to be asked and answered about the core mission of police work, the ideal characteristics of leaders, the role of the community, the impact of the economy, and ways to measure success. We also must continue to reinforce the three key tenets of community policing—partnering with the community, using problem solving to address crime systematically, and transforming organizations (and their people)—which result in more effective law enforcement and communities that are both safer and stronger.

What could the field look like in just 10 years from now if the profession is willing and able to experiment and innovate? In September 2012, the COPS Office published *American Policing in 2022: Essays on the Future of a Profession*, in which 27 law enforcement leaders addressed this and other questions as they shared their visions of how the profession will change in the years to come. What becomes clear through their essays is that with the right recruitment tools, training programs, accountability systems, and collaboration between labor

"I became a cop because deep in my heart I believe that I could make a difference in my community, that I could protect it. The COPS program enforces that idea."

– Representative Dave Reichert (R-WA)

Credit: Shutterstock/a katz

U.S. Conference of Mayors' Resolution on the COPS Office

WHEREAS, 2014 marks the 20th anniversary of the enactment of the Community Oriented Policing Services (COPS) Program and the 15th anniversary of President Bill Clinton's announce ment that the Program had funded the 100,000 additional officers it had promised; and

WHEREAS, the U.S. Department of Justice and its Office of Community [Oriented] Policing Services has done a superb job of administer ing the COPS Program, maximizing the funding available and providing it to local police depart ments in an effective and efficient manner; and

WHEREAS, the COPS Program has gone well beyond providing law enforcement agencies with these badly needed additional police officers, as important as that was, and has fundamentally changed policing in America's cities by instituting community policing practices in departments large and small across the nation; and

NOW, THEREFORE, BE IT RESOLVED . . . that the United States Conference of Mayors applauds the COPS Office for its 20 years of working to advance community policing and to address the needs of state, local, and tribal law enforcement agencies.

Source: "The COPS Program," 2014 Adopted Resolutions, the United States Conference of Mayors, 2014.

and management, agencies will be able to serve both their internal and external communities to the benefit of all.

With more than 700,000 men and women going to work in law enforcement every day in this country, the philosophy behind what they do and why it matters cannot be overstated. The desire to protect the soul of police work amid the progress wrought by social, political, and economic change (and the latest bandwagon) is evident. However, one thing that clearly shouldn't change as we look to the future—in the words of the very first COPS Office director, Joseph Brann—is that "policing always has been and will be about people."

Community is at the heart of everything every police officer should do, both now and in the future. The COPS Office works to keep that principle at the forefront of American policing, which will ultimately ensure the legitimacy of police departments and the professionals who staff them. But there is still much work to be done if we are going to avail ourselves of all the future has to offer. The COPS Office looks forward to continuing the journey.

Credit: Shutterstock/ Donald Bowers Photography

U.S. Department of Justice
Office of Community Oriented Policing Services
145 N Street NE
Washington, DC 20530

To obtain details on COPS Office programs,
call the COPS Office Response Center at 800-421-6770

Visit the COPS Office online at **www.cops.usdoj.gov**.

Published 2014