

Summary of CJS Appropriation Action Major Bureaus

(BA \$ in Millions)

Bob
100,000
Police

	1994 Estimated	1995 Pres. Request	1995 Conference
Department of Justice			
Violent Crime Reduction Trust Fund (VCRTF)			
Community Policing	N/A	1,720	1,300✓
Criminal Records Upgrade	N/A	100	100✓
Border Security Initiative	N/A	300	284✓
Byrne Formula Grants	N/A	(75) *	450
State Criminal Alien Assistance Program	N/A	(350) *	130✓
Violence Against Women	N/A	0	26✓
Drug Courts	N/A	0	29
Correctional Option Grants (Boot Camps)	N/A	0	25
Ounce of Prevention	N/A	0	2
Unallocated	N/A	303	78 **
Total VCRTF →		2,423	2,423

Other Department of Justice

US Attorneys	818	830	845
FBI	2,042	2,139	2,206
DEA	737	724	757
INS (Salaries and Expenses & Construction)	1,057	1,146	1,151
Prisons, Construction	270	191	281
Prisons, Salaries and Expenses	1,950	2,407	2,386
Immigration Emergency Fund	0	0	75

Department of Commerce

NOAA	1,925	1,902	1,960
NIST	520	935	855
ATP Component	199	451	431
MEP Component	30	61	91
EDA	351	412	440
Def. Conversion Component	80	140	120
NTIA	70	134	116
Info. Infrastructure Component	26	100	64

Independent Agencies

Legal Services Corporation	400	500	415
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* Requested outside of Trust Fund.
 ** Tentative allocation for Crime bill programs not under CJS jurisdiction (\$40M for Treasury Law Enforcement, \$38M for Community Schools Program).

DRAFT

October 27, 1993

Handwritten signature: BR

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED
JOSE CERDA III

SUBJECT: POSSIBLE BIDEN-DOLE DEAL ON CRIME

Copy to: ① POTUS memos
② BR
③ Crime Bill -
100,000 cps
④ Crime Bill -
Memo to
President

Biden has held extensive discussions with Dole about a po
provisions in the crime bill. He believes he can close a deal with the Republicans if he has
sufficient assurances from the White House that we will find the money for it.

We are raising this matter one more time, because we believe this is not just another
accounting decision. You have a chance to seize one of the two most powerful realignment
issues (along with health care) that will come your way, at a time when public concern about
crime is the highest it has been since Richard Nixon stole the issue from the Democrats in
1968. In Robert Kennedy's day, crime was a linchpin that helped hold a Democratic majority
together across racial and class lines.

In 1992, you were the first Democratic candidate since RFK to speak credibly about
crime. As President, you have an opportunity to unite the country on an issue that has
divided our party and our nation for three decades. Even more important, as you have said
many times in recent months, we have an obligation to do everything we can to restore
personal security for all the decent, ordinary Americans who are cowering in their homes and
seeing their children get shot in the streets.

Elements of the Deal

The deal would raise the five-year cost of the Senate crime bill from \$5.9 billion to
between \$9.9 and \$11.3 billion. The key elements of the deal are:

1) Increasing the policing authorization from \$3.4 billion to \$5.2 billion, which would
pay for 60,000 five-year grants at a declining federal match of 75-50-40-25-10% (the
current bill provides 50,000 three-year grants with a match of 75-50-25%); and

2) Raising the boot camp/prison authorization to Republican levels (\$2.5-3 billion),
but maintaining our program. If the crime bill goes to the floor without a deal, the
Republicans will offer amendments -- which will pass, and probably survive conference --
that will not only increase prison spending, but force us to take on an expensive new program
of federally run regional prisons that Justice opposes and we cannot afford. Biden believes
that if we accept something close to Republican funding levels, he can get them to accept
Democratic provisions -- which would earmark at least \$1 billion for boot camps, and let
states choose whether to spend the rest on boot camps or regional prisons.

OMB has \$3.5 billion in the Justice planning baseline -- enough to fund the cops title. Yesterday, you pledged to use \$5 billion in savings from procurement reform for crime if Congress will pass it, or come back with other cuts if necessary. CBO is expected to score those savings at \$3-5 billion, but we can use savings beyond what is scored, so long as the procurement reforms work.

Together, this total of \$8.5 billion over five years (\$3.5 billion in the baseline and \$5 billion in procurement savings) would come close to covering the key components of the crime bill -- cops, drug courts, and boot camps/prisons -- at the low end of the possible Biden-Dole deal. It would not cover about \$1 billion in authorizations for non-essential programs that Biden added to his bill without our support.

	<u>Current Authoriz.</u>	<u>Biden- Dole</u>	<u>Increase</u>
Cops	3.4	5.2	+1.8
Boot camps/prisons	.3	2.5-3.0	+2.2-2.8
Drug courts	1.2	1.2	no change
Essential programs	.1	.1	no change
Non-essential programs	.9	.9	no change
<hr/>			
Total, all programs	5.9	9.9-11.3	+4.0-4.5
Total, essential programs	5.0	9.0-10.4	+4.0-4.5
Baseline plus procurement savings	8.5		

In the House, Brooks plans to pass total authorizations of less than \$5 billion -- assuming he can hold the line in committee. Biden's staff believes the result in conference will be a House-Senate bill at around \$8 billion.

Here are the implications of pursuing a deal:

Advantages

One way or another, these authorization levels will go up, and the public will hold us to them whether we asked for them or not. Either we look for a deal that enables us to protect our programs and interests, or we cede control of the process and take our lumps.

Biden believes that if he can strike a deal with the Republicans, he will be able to avert a bidding war in the Senate. His plan would be to reach advance agreement with Dole and Hatch to support a manager's substitute that would include the crime programs at agreed-upon spending levels and with agreed-upon legislative provisions. Biden, Dole and Hatch would agree to oppose amendments to these programs from either side of the aisle.

A deal in advance -- announced with Biden, Dole, and others at the White House, with a statement that it's time to put politics behind us -- would stop Republicans from

pursuing their current strategy, which will be to bloody the Administration on two fronts: first, that we don't have the money to pay for our bill; and second, that we're not willing to cut government to pay for putting criminals behind bars.

Finally, this deal would beef up boot camps and certainty of punishment for what the Attorney General calls "the mean bads," and ward off a Republican prison program that she hates but may not be able to stop.

Dole and Hatch would also be willing to agree to drop habeas for this year, but they cannot guarantee that their colleagues will give them unanimous consent to do so. More likely, the Senate would debate and pass their habeas or ours as part of the crime bill, and Biden would drop it in conference since it will not be in the House bill.

The Administration would need to demand other conditions in any deal, such as: 1) bipartisan assurances to put a crime bill on your desk by Thanksgiving, and not go home until they finish; 2) bipartisan agreement to pass your procurement reforms and other spending cuts in the October package; 3) Republican assurances to still support the bill if it comes back from conference without habeas and possibly without death; and 4) perhaps most important, agreement from Dole and Hatch that when Brady comes to the floor, they will join Biden and Mitchell in fighting to table any non-gun amendments. We would also want to make clear that our commitment extends only to specific funding levels for the three programs we care most about -- cops, drug courts, and boot camps/prisons -- not every crime authorization they send our way.

To underscore your commitment to finding the money, you could earmark the procurement savings (or other cuts if procurement fails) toward an \$8-10 billion Crime Trust Fund that would pay for your anti-crime priorities. To relieve Justice's immediate funding crunch, you could pursue an FY94 supplemental next spring targeted to border control and more police, and pay for it with FY94 rescissions from the October package.

Disadvantages

Any additional commitments to anti-crime initiatives will make accounting decisions about the FY95 budget even harder -- assuming that Congress sends you Senate-size authorization levels for cops, drug courts, and prisons and does not reduce them in conference. As we discussed at the meeting in the Roosevelt Room on Monday, Justice and OMB have reservations about any new commitments. These decisions may become tougher still if Congress rejects your procurement reforms and other budget cuts -- but as you said yesterday, you have reserved the right to come back with more cuts.

There is also an inherent risk, more difficult to calculate, in entering into negotiations with the Republicans, who may walk away from a deal or find excuses to abandon it later. Finally, if the Republicans cannot control their own on death and habeas, they will continue to use it against us -- just as we'll hold their feet to the fire on guns.

THE WHITE HOUSE
WASHINGTON

May 20, 1993

Copy to BR,

Copy to PONS Memo,

Copy to 100,000
POLICE

Copy to Crime Bill -
Memo to President

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED, DEPUTY ASSISTANT TO THE PRESIDENT
JOSE CERDA III, SENIOR POLICY ANALYST

SUBJECT: UPDATE ON 100,000 NEW POLICE

Carol Rasco passed along your request for an update on the status of the Administration's plans to put 100,000 cops on the street. We have been working with the Justice Department and OMB on a credible proposal to meet your campaign promise.

Although funds are tight, we believe the Administration can claim credit for up to 100,000 new law enforcement personnel from the following sources:

Crime Bill	- 50,000	-- \$3-5 billion over 5 years
Jobs Package	- 10,000	-- \$200 million over 2 years
Enterprise Zones	- 15,000	-- \$500 million over 2 years
HUD's Compac	- 5,000	-- \$750 million over 5 years
ED's Safe Schools	- 100	-- \$235 million over 5 years
National Service	- 20,000	-- no set amount
Troops to Cops	-	- to be determined

Total Cops 100,100

I. Revised Crime Bill -- Community Policing/Cop on the Beat

The Domestic Policy Council and the Justice Department recommend that our main vehicle for putting more cops on the street should be a modified version of last year's crime bill, with a new Administration-backed title on community policing. There is widespread support on the Hill for more cops. Senator Biden is working with the state attorneys general on habeas corpus reform, the main sticking point from last year. The rest of last year's conference report would remain largely unchanged. The Brady Bill would still be included.

Senator Biden is concerned that we work this out quickly because he believes that Gramm and the GOP could introduce their own crime bill any day. He would like the Senate to take up this issue in June, before the July 4th recess. We will be ready to proceed as soon as the economic plan clears the House.

The linchpin of the 100,000 new police proposal should be a single grant program administered by the Justice Department that helps states and localities put police on the street by providing a source of direct funding.

TOTAL NEW POLICE -- 50,000

II. Jobs Package -- Re-Hire/New Hire Proposal

Per your request, the new jobs bill now contains \$200 million to re-hire or hire additional police officers, perhaps as many as 10,000. These funds could also be used to redeploy police officers onto the streets in community policing roles.

If passed, DOJ would have to spend \$44 million of this money in FY 1993 through its current discretionary authority. The Attorney General has considerable flexibility in awarding these funds. Hopefully, if we move quickly on a crime bill, the remainder of the funds could be spent under the authorizing language to be included in the Biden/Brooks crime bill.

TOTAL NEW POLICE -- 10,000

III. Empowerment Zones -- Community Investment Program

The Empowerment Zone legislation authorizes \$250 million in FY 1994 (already appropriated) and \$250 million in FY 1995 for community policing grants to these 110 areas selected by the Enterprise Board. The Attorney General has broad discretion to make these grants: they can be made under the general language in the legislation; they can be made under current Justice programs; or they can be made under authorizing language passed in a new crime bill.

TOTAL NEW POLICE -- 15,000

IV. Department of Housing and Urban Development -- COMPAC

To help housing authorities fight against crime, HUD has proposed restructuring its current Drug Elimination Grant Program into a considerably more flexible Community Partnership Against Crime (COMPAC). The program is budgeted for \$265 million next year,

and \$1.5 billion over the next five years. HUD expects that about \$150 million of these funds per year will be spent on law enforcement or security personnel, including community-based policing efforts that would increase police presence on public housing complexes.

TOTAL NEW POLICE -- 5,000

V. Department of Education -- Safe Schools

We have amended the Department of Education's draft of Safe Schools legislation to allow the program's monies to be used for "sworn" police officers, not only professional security personnel. While hiring "sworn" police personnel may prove too expensive to use them in the same round-the-clock manner as security guards, they can be used more cost-effectively in community policing roles, including schools as part of their "beat".

TOTAL NEW POLICE -- 100

VI. National Service -- National Service Officers

The National Service Trust Fund estimates that some 20,000 of its participants will serve in law enforcement/public safety roles. These "national service officers" could be used to assist police departments in the broad areas of community policing and crime prevention. They could take reports, staff telephone crime reporting units and administer citizen crime prevention surveys. Relieving officers from these time-consuming duties would potentially free more police officers to become cops "on the beat", and the support work will make officers more effective in their crime-fighting. With direct funding available for most of the new police, we believe it is credible to use National Service members serving in public safety/law enforcement roles in our 100,000 count.

TOTAL NEW NSOs -- 20,000

VII. Military/Labor -- Troops to Cops Demonstration Programs

We are working with the Labor and Defense Departments to define these proposals. However, substantial funds are not available from these sources.

As we understand it, monies available under Senator Nunn's "Troop to Teachers" initiative are not available for a "Troops to Cops" initiative without new authorizing language. Currently, this DoD account has about \$65 million in it, \$20 million of which could probably be used for a cops initiative.

Perhaps as much as \$75 million may be available through the Department of Labor if we develop appropriate demonstration projects under amendments to the Job Training Partnership Act. Authority to undertake such projects was enacted in the 1991 Defense Department Authorization.

TOTAL NEW POLICE -- TO BE DETERMINED

WHY THERE REALLY ARE 100,000 POLICE IN THE CRIME BILL

The Crime Bill earmarks almost \$9 billion for community policing. By Justice Department estimates, that's enough money to put 100,000 police on the streets by the year 2000.

Over the past year, the Justice Department police hiring pilot program awarded \$150 million in grants to hire more than 2,080 new officers. At that rate, 100,000 officers could be hired for only \$7.5 billion.

The average annual cost of salary and benefits nationwide for a new officer last year was \$31,000 -- not \$80,000, as the Heritage Foundation contends. To account for inflation and regional variations, the Justice Department's conservative estimates assume an average annual cost of \$42,000.

Communities will receive multiyear grants (typically, 3 years in length), during which they are required to provide at least a 25% match. The federal share is capped at \$75,000 over the life of the grant. (Note: $\$75,000 \times 100,000 = \7.5 billion) Cities with higher expenses or greater need can seek a waiver of the match -- but in the pilot program only 4% of the applicants did so. The Crime Bill also includes funds that can be used for training and equipment, as well as for new police hires.

Based on these calculations, the President's community policing program will add roughly 20,000 new police each year over the next five years, reaching 100,000 by the year 2000. That's in addition to another \$1 billion in Byrne grants to the states for law enforcement and \$1 billion for federal agents at FBI, Treasury, and DEA.

Across the country, the demand for new police is overwhelming. The Justice pilot program, which also required at least a 25% match, received over 3,000 applications for a program that awarded a total of 2,000 new police -- more than 10 applications for every grant awarded. The Crime Bill will make it possible to meet the full demand.

The Crime Bill also provides unprecedented flexibility to allow communities to find new ways to expand their police presence. Cities like New York which have already increased their police forces can use the policing money for automation or other innovations that enable them to move existing officers out from behind a desk and onto the street.

As the Los Angeles Times said of the plan's critics this week, "Their calculation rests on a pyramid of questionable or flatly improbable assumptions. . . . Critics appear to underestimate the number of police the bill could produce and wildly overestimate the number of social workers it funds."



Department of Justice

Crime -
100,000 Police

FOR IMMEDIATE RELEASE
MONDAY, JULY 26, 1999
WWW.USDOJ.GOV

AG
(202) 616-2777
TDD (202) 514-1888

STATEMENT BY ATTORNEY GENERAL JANET RENO ON TODAY'S INSPECTOR GENERAL'S REPORT ON THE COPS PROGRAM

"We have every intention of reaching the President's goal of adding 100,000 police officers to our nation's communities.

"The Inspector General's report is a constructive tool for improving program management in reaching that goal. I am pleased to see that the COPS Office has already addressed a number of the concerns raised in the report. For example, COPS has created a grant monitoring division and has implemented better procedures for enforcing the timely submission of progress reports.

"While COPS agrees with many of the Inspector General's recommendations about program management, COPS disagrees with the report's conclusions about the overall success of the program. That is a why I have convened an Audit Resolution Committee to address these issues.

"The COPS program works. I have seen its success firsthand in the cities and towns across America where COPS funding and community policing are making the streets safer and the community stronger. We recently learned that crime has declined for an unprecedented seventh consecutive year and the community police funded under the COPS program have contributed to that success."

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99-327

Bruce -

→ copy to: EL

FYI some COPS audit materials attached including Ab stmt, COPS office stmt, & 1st release + Q/A prepared by COPS. I've passed these on to our press office.

Leanne



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

Communications Division

1100 Vermont Ave., NW
Washington, DC 20530

For Immediate Release
Monday, July 26, 1999

Contact: Dan Pfeiffer
(202) 616-1728

**STATEMENT BY MARY LOU LEARY,
ACTING DIRECTOR OF THE COPS OFFICE**

Mary Lou Leary, Acting Director of the COPS Office, released the following statement today:

"The Inspector General plays an important role in helping improve program management. The COPS Office has already begun implementing a number of the Inspector General's recommendations regarding the way the program has been managed. However, COPS disagrees with the report's conclusions about the overall success of the program."

"COPS has already taken a number of corrective action steps that address areas of concern in the Inspector General's report. The COPS Office has:

- created a specific monitoring division to ensure that COPS grantees comply with grant conditions;
- instituted a new award acceptance policy that has already cut the number of unaccepted officer positions by more than 62 percent;
- provided MORE grantees with additional guidance related to redeployment tracking; and
- developed a comprehensive manual, which clarifies COPS grant conditions."

"The Inspector General uses a group of 149 audits of individual COPS grantees as a basis for drawing broader conclusions about the COPS program as a whole. In fact, the COPS Office directed the Inspector General to 103 of the audited agencies, because it was aware of potential problems within those agencies. The Inspector General has also acknowledged that the remaining 46 sites were not selected randomly and that possible non-compliance was one of the criteria used for selecting these sites. To date, COPS has awarded grants to more than 11,000 agencies nationwide. The 149 audits, some of which were conducted two years ago, represent less than 1.2 percent of the total universe of COPS grantees. The results of these audits were also included in the *Summary of Audit Findings* released in April of this year and have been available on the Inspector General's web site since October of 1998."

-more-

"COPS Office has significant disagreements with the Inspector General's findings in the areas of retention, supplanting, community policing, and MORE redeployment. The Department of Justice convened the Audit Resolution Committee to resolve the dispute between the COPS Office and the Inspector General regarding the individual audit findings, which the Inspector General uses to support many of the conclusions in this Audit. This process is still ongoing and no final decisions have been made. Until the audit resolution process concludes, any conclusions drawn from this report are premature and questionable".

"As a part of this process, the Inspector General randomly selected 40 audits for review by the COPS Office. COPS found that it disagreed with the Inspector General in:

- 50 percent of the redeployment findings;
- 70 percent of the community policing findings;
- 90 percent of the retention findings; and
- 100 percent of the supplanting findings."

"This report does not portray an accurate picture of the tremendous impact the COPS program is having in communities across the nation. The COPS program works -- crime is down, more agencies than ever before are doing community policing, and we are well on our way to meeting the President's goal of adding 100,000 officers to the beat."

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For Immediate Release

Contact: Suzanne Drouet (202) 514-3435
Michael R. Bromwich (202) 514-3435

INSPECTOR GENERAL ASSESSES MANAGEMENT OF COPS PROGRAM

July 26, 1999 (Washington, D.C.) – Michael R. Bromwich, Inspector General of the U.S. Department of Justice, today released an audit assessing the Department's management of the \$8.8 billion grant program intended to add 100,000 additional police officers to the nation's streets. The audit examined whether the President's goal to add 100,000 officers by the year 2000 would be met and assessed the quality of monitoring and guidance provided to grantee recipients.

"The Office of Community Oriented Policing Services (COPS) has not been consistent with respect to when the 100,000 additional officers funded by the Crime Act will be 'on the street,'" Bromwich said. "COPS officials informed us that their goal is to fund – that is, to have approved grant applications for – 100,000 new officers by the end of FY 2000. This is significantly different from having 100,000 new officers hired and actually deployed to the streets by the end of FY 2000, a goal that has been stated publicly by COPS and various Administration officials and has appeared in Department of Justice publications during the past four years."

The Office of the Inspector General (OIG) audit found that COPS grants will not result in 100,000 additional police officers on the streets by FY 2000. In fact, based on projections by the COPS Office, only 59,765 of the additional 100,000 officers will be deployed by the end of FY 2000.

"The COPS Office counts an officer as funded when it approves the grantees' application. We found that COPS was counting grants and police officers even where the grant had never been accepted or had been terminated," Bromwich said. "While COPS projects that it will fund 107,019 additional officers by the end of FY 2000, our audit raises serious questions about whether several thousand of these 'funded' officers that are currently counted toward COPS' goal will ever materialize."

In 1994, the President pledged to put 100,000 additional police officers on America's streets to promote community participation in the fight against crime. He subsequently signed the Violent Crime Control and Law Enforcement Act of 1994, authorizing the Attorney General to implement over six years an \$8.8 billion grant program for state and local law enforcement agencies to hire or redeploy 100,000 additional officers to perform community policing.

The Attorney General established the COPS Office to administer the grant program and to advance community policing across the country. The COPS Office manages the programmatic aspects of the grant program while the Department's Office of Justice Programs (OJP) handles the financial aspects. In order to meet the President's goal of putting 100,000 additional police officers on the street, COPS developed six primary hiring and redeployment grant programs for state and local law enforcement agencies. Hiring grants fund the hiring of additional police officers and generally last for three years. Redeployment grants are generally one-year grants and fund the costs of equipment, technology, and support resources (including civilian personnel) to redeploy existing officers from administrative duties to the streets. At the end of the grant periods, the state or local entity is expected to continue funding the new positions, or continue the redeployment of officers into community policing that resulted from grant-funded equipment and technology purchases.

The OIG audit found that as of February 1999 COPS and OJP had awarded approximately \$5.0 billion in grants under the six programs to fund the hiring or redeployment of more than 92,300 officers, of which 50,139 officers had been hired and deployed to the streets. The COPS Office explained that a considerable delay exists between the time grants are awarded and when new officers are hired and deployed.

"This audit report is not a verdict on the concept of community policing generally nor a judgment on any contribution made by the COPS program specifically to the reduction of crime rates and other results that have been claimed for it," Bromwich said. "Rather, this report assesses the management and administration of the COPS program -- and the stewardship of billions of taxpayer dollars -- by the Department of Justice."

The OIG audit concluded that management improvements are needed in the COPS grant program to ensure that 100,000 additional officers are funded and eventually deployed. We reached our conclusion because:

- law enforcement agencies had not accepted approximately \$485 million in grant funds offered by COPS within the designated acceptance period. Nonetheless, COPS counts the 7,722 officers that could be funded by these grants towards its goal. At the time of our audit, these grants had not been accepted even though an average of more than one year had passed since they were awarded. In addition, COPS also prematurely counted another 2,526 officers towards its goal of 100,000 new officers, even though the 741 award documents for these officers had not been provided to the grantee for acceptance. These grants accounted for another \$96 million.

In its response to the OIG audit, COPS reported that it has contacted state and local agencies awarded 871 grants through FY 1997 but who failed to return signed acceptance letters. As a result of these contacts, COPS has withdrawn the grants for 461 (53 percent) of these grantees and either has or is in the process of deobligating the grant funds. The COPS Office also said that on July 10, 1999, it mailed letters to another 562 agencies awarded grants in FYs 1998-99 who had failed to formally accept the COPS funds.

- grantees had terminated at least 500 grants for 1,300 officer positions during the first four years of the COPS program, and additional grants may be terminated during the remainder of the program. COPS had not deobligated 127 of the 500 grants totaling about \$15.1 million. Moreover, the 373 grants that were deobligated were not deobligated promptly. Failure to promptly deobligate terminated grants could give the appearance that COPS is further towards meeting the 100,000 goal than is the case.
- The OIG encountered a high degree of difficulty in establishing that funds under the Making Officer Redeployment Effective (MORE) program actually resulted in additional COPS officers on the streets. Specifically, 78 percent of the 67 individual grantees we audited with MORE grants could not demonstrate they had or would redeploy officers from administrative duties to the streets. One-third of COPS projected goal of 100,000 additional officers depends on actual redeployment occurring under the MORE program.
- grantees will not be required to retain through FY 2000 at least 31,091 of the total funded officer positions because: (1) COPS and OJP did not require the grantees to retain the officer positions under the earliest two grant programs, and 2) for the remaining programs, COPS only requires the grantees to retain the positions for a minimum of one budget cycle after the budget cycle in which the grants expire.

The OIG audit also found that many COPS grantees failed to submit required monitoring or financial reports to COPS and OJP. These reports are critical for COPS and OJP to monitor compliance with key grant conditions such as supplanting and retention of officers. In addition to improving grantee-reporting rates, the OIG recommended that COPS provide clearer guidance to grant recipients on the terms and conditions of the COPS grants.

In response to the issues raised during the audit, the COPS Office has taken steps to address identified weaknesses in grant program management and administration. COPS has not accepted our recommendation to discontinue counting officers as funded before the grantees accept the grants and has formally contested many of our audits of individual grantees. However, the COPS Office is taking action to follow up on unaccepted grants and to ensure more timely deobligation of grant funds when agencies do not accept grant awards.

The report will be posted on the Inspector General's website at "<http://www.usdoj.gov/oig>" under the section entitled "Special Reports."

DRAFT

**Q&A:
Programmatic Audit of the COPS Office**

- Q:** The latest Inspector General's report raises questions about the COPS Office's ability to meet the President's goal of adding 100,000 officers to the street. Will the COPS Office achieve this goal?
- A:** The Inspector General acknowledges that COPS has already begun addressing some of the concerns raised in the report. Because of the commitment of the COPS Office to use this report as part of its continuing efforts to improve program management, I have every confidence the COPS Office will meet its goal of adding 100,000 officers to the street. In fact on May 12th, the COPS Office funded the 100,000th officer. COPS will continue working to get all 100,000 officers on the street where they are needed most.
- Q:** The Senate Appropriations Committee recently voted to "zero out" the COPS program. Doesn't this report validate the Senate Committee's actions?
- A:** The tremendous benefits of the COPS program are clear and eliminating the program would be a tremendous mistake. Crime is down for the seventh year in a row and law enforcement and community leaders from around the country tell me that community policing is improving the quality of policing across America. The success of the COPS program speaks for itself. The Inspector General's report, on the other hand, is a constructive tool for improving internal program management. We must continue to do everything in our power to make American families safer in their neighborhoods. I hope that the Congress listens to the police chiefs, sheriffs, and community leaders and continues this important program.
- Q:** How does this report differ from the IG report released in April?
- A:** In April, the Inspector General released a summary of 149 audits of local agencies. COPS directed the Inspector General to 103 of these agencies, because it was already aware of potential problems. This number represents 1.2 percent of the COPS Office's 11,300 grantees. This report focuses on the management and administration of the COPS Office and bases some of its conclusions on the 149 audits from the previous report to draw a number of conclusions about the COPS Office as a whole.

DRAFT

Q: Is it true that the COPS Office disputes this report?

A: The COPS Office disagrees a significant number of the findings in the 149 individual grantee audits. There is an audit resolution process in place within the Department of Justice to resolve this dispute and that process is still ongoing.

Q: The Inspector General says that COPS has not been clear with regard to its goal. Is this true?

A: COPS recognizes that statements regarding its goal have not been entirely consistent in distinguishing between the first step of funding the addition of 100,000 officers by the end of FY2000 and the ultimate goal of seeing those 100,000 officers deployed to the streets. Nonetheless, the overwhelming evidence indicates that the COPS Office has acknowledged that the goal of the COPS program is to advance community policing and add 100,000 officers to the street through a funding process that will last until September 13, 2000.

Q: What is the goal of the COPS Office?

A: The COPS Office was created in 1994 to advance community policing and add community policing officers to the beat. The statute that created the COPS Office clearly authorizes it to continue awarding grants through fiscal year 2000.

Q: The report says that only 50,000 officers are on the street. Does that mean the program is not working?

A: The fact that more than 50,000 additional officers are already on the street fighting crime and making a difference in our communities is a clear sign the program is working. The 1994 Crime Act created the COPS program to add 100,000 community policing officers to the street. The first step in meeting this goal is a six-year funding process that is authorized to continue through September 13, 2000. It can take an agency an average of 18 months to recruit, hire, and train the best available candidate. The public would not be well served if we directed grantees to compromise their recruiting, hiring, or training procedures for new officers simply to demonstrate that the COPS program could result in officers on the street overnight.

DRAFT

- Q:** What about the supplanting charges raised in the report – that COPS money is going to fund existing officers?
- A:** COPS grants are for officers above and beyond what local jurisdictions would have in the absence of the COPS program. COPS has always vigorously enforced the non-supplanting requirement.
- Q:** The IG criticized the community policing programs of some of the grantees; is it true that some of them are not practicing community policing?
- A:** The specifics of successful community policing strategies differ from neighborhood to neighborhood. However, at its essence, community policing is a partnership with the community to proactively address problems of crime and violence. This partnership is a funding requirement and the COPS Office monitors its grantees to ensure that they are working with the community. Non-compliant agencies are often required to attend community policing training to continue receiving funding. Agencies that fail to implement community policing consistent with their community policing plan may be forced to repay grant funds or deemed ineligible for other Justice Department funding.
- Q:** Does the COPS Office count officers, before the agency accepts the award?
- A:** Once the COPS Office approves an application for additional officers and makes a formal announcement of the grant award, it begins counting the officers. If an agency decides not to accept their award, COPS will make the appropriate adjustment to the officer count and deobligate the funds. The COPS Office agrees with the Inspector General's recommendation that some aspects of the award acceptance process needs improvement. That is why COPS has instituted a new policy to ensure that agencies accept their awards in a timely fashion.
- Q:** What are COPS MORE grants?
- A:** During the creation of the 1994 Crime Act, leaders in the law enforcement community told the Administration and Congress that in addition to funding for new officers, it also needed funding to redeploy officers to the street. COPS MORE grants directly respond to this need. MORE grants fund technology, equipment, and the hiring of civilians so that officers can spend more of their time on the street.

DRAFT

- Q:** Nearly 40,000 of the 100,000 officers are funded under the MORE program. Why?
- A:** The 1994 Crime Act directs the COPS Office to spend 20 percent of its budget on redeployment grants. With the COPS Office's annual appropriation of approximately \$1.4 billion, this amounts to more than \$300 million in MORE grants every year. The MORE program receives requests in excess of available funds every year. The number of officers funded under MORE is a direct result of our statutorily mandated appropriation.
- Q:** How do you track officers funded under MORE?
- A:** Agencies receiving MORE funds are required to track and calculate their redeployment. The COPS Office collects this information throughout the year.
- Q:** The IG's report states that many jurisdictions are not tracking their redeployment, is this true?
- A:** The OIG raises red flags whenever it encounters agencies that have received a MORE grant, but do not have a tracking system. In a number of cases, the agencies cited by the IG had not yet begun redeployment. COPS does not require agencies to track until redeployment begins. Agencies in violation of this grant condition must institute a tracking system as soon as possible or face possible forfeiture of grant funds. COPS works with agencies that are having difficulty developing a tracking system.
- Q:** Will local agencies be able to retain their COPS funded officers?
- A:** The overwhelming majority of COPS grantees plan to retain their officers. The COPS Office will work closely with every grantee to help them plan for retention. A recent survey found that 96 percent of COPS grantees intend to retain their officers. The 21st Century Policing Initiative includes \$50 million to help economically distressed communities retain their COPS funded officers.

OIG REPORT**COPS RESPONSE****ACTIONS TAKEN**

A. IG's questions about the COPS Office's ability to meet the President's goal of adding 100,000 officers to the street

As of February 1, 1999, law enforcement agencies had not accepted approximately \$485 million in grant funds (representing 7,722 officer positions) offered by COPS within the designated grant period. COPS counts the 7,722 officers towards its goal of 100,000 officers.

COPS agrees that the award acceptance procedures need strengthening. COPS has already undertaken a number of steps to strengthen this aspect of program management.

- COPS has contacted grantees who have delayed in accepting their grant awards to confirm their intent to use the grant funding. As of July 1, 1999, only 777 grants for a total of 2,876 positions do not have signed awards within the original 45 day period.
- Reflecting the reality of the local budget process, COPS has extended the grant acceptance period from 45 days to 90 days.

At the time of the audit, COPS had not deobligated 127 grants totaling \$15.1 million. Moreover, other grants were not deobligated promptly. Failure to promptly deobligate grants could give the appearance that COPS is further towards meeting the 100,000 goal than is the case.

The OIG is factually wrong in implying that the COPS Office continues counting declined or withdrawn grants towards the 100,000 officer count until the grant funds are deobligated. Instead, the COPS Office adjusts the 100,000 count after receiving written notification of the grantee's intent to decline or withdraw from the grant. The deobligation process is unrelated to the 100,000 officer count.

- COPS has strengthened the deobligation process.
- To improve the timeliness of deobligation, the COPS Finance Team gives priority to withdrawal packages.
- The COPS Finance Team is undertaking a reconciliation process to confirm withdrawn grants have been deobligated.

The Inspector General encountered a high degree of difficulty in establishing that funds under the MORE program actually resulted in additional COPS officers on the street.

To track redeployment an agency must first implement their MORE project. The IG did not consistently evaluate whether the grantee had actually implemented the project before issuing a finding of non-compliance.

- COPS has provided every MORE grantee with information on how to track redeployment
- COPS has formed a working group to develop additional training for MORE grantees on an expedited basis.
- COPS is identifying grantees who have not yet developed a tracking plan and referring these grantees for technical assistance.

Grantees will not be required to retain through 2000 at least 31,091 of the total funded officer positions. Of 131 grantees, 70 percent had not developed a good faith plan to retain.

The IG's own survey confirmed that 96 percent of surveyed grantees intend to retain their COPS officers. Similarly, 96 percent of 307 COPS Phase I grantees whose grant periods have ended confirmed on their final grant status reports that they had requested funding to retain their COPS officer positions beyond the life of the grant even though retention was not a requirement of the Phase I program.

- As of June 16, 1998, grantees are required to submit a written retention plan with their application.
- All grantees will be required to submit a final retention plan with their final progress report.

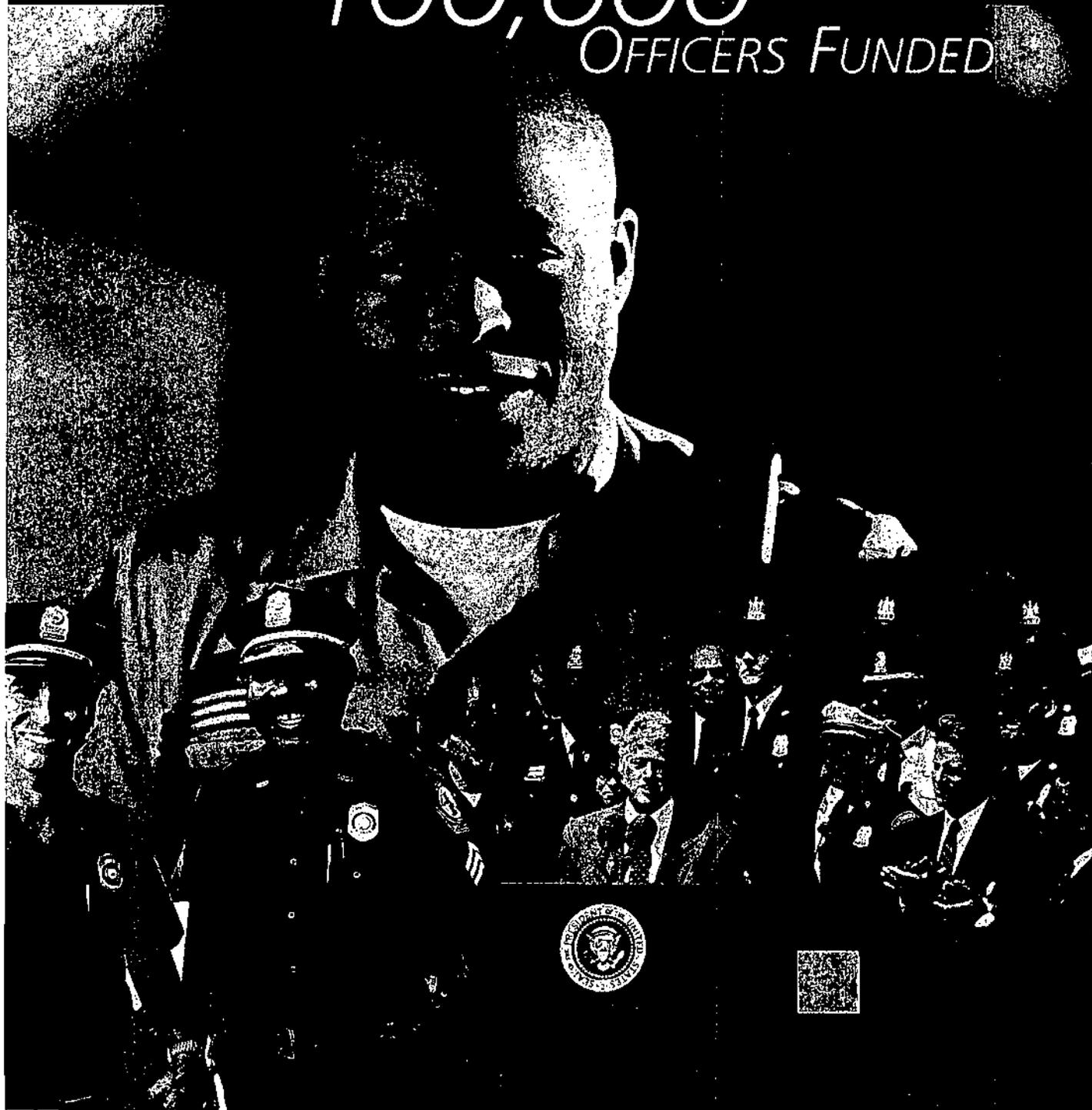
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OIG REPORT	COPS RESPONSE	ACTIONS TAKEN
<p><i>With respect to approximately 41 percent of the 147 grantees that the Inspector General tested for supplanting, it found indications that COPS grant funds were used to supplant local funds.</i></p>	<p>COPS has found that the Inspector General's analysis of supplanting in the individual audits is often inaccurate, thus overstating the frequency which supplanting actually occurs.</p>	<ul style="list-style-type: none"> • COPS has completed its review of 28 agencies cited for supplanting by the Inspector General. COPS has found no evidence of supplanting in 22 of the 28 agencies. COPS recommended five of the six agencies where supplanting did occur to Inspector General, because it was already aware of potential problems. • COPS investigates all allegations of supplanting and remedies all cases of confirmed supplanting violations.
<p>B. Monitoring COPS Grantees</p>		
<p><i>COPS and OJP need to improve their monitoring of grantees</i></p>	<p>The COPS Office is committed to monitoring COPS grantees to ensure that they comply with grant requirements</p>	<ul style="list-style-type: none"> • COPS and OJP have created specific monitoring divisions that are dedicated exclusively to grant monitoring efforts. • COPS has improved its on-site monitoring procedures and its site visit follow up procedures.
<p><i>The Inspector General determined that many grantees did not submit the required monitoring reports. COPS needs to increase its monitoring efforts to ensure that reports are submitted</i></p>	<p>COPS agrees that it needs to strengthen its management controls related to the submission of progress reports.</p>	<ul style="list-style-type: none"> • COPS recently began suspending grant funds to agencies that were delinquent in submitting reports. • As of July 1999, COPS has reached a 97 percent compliance rate for 1998 Hiring Progress Reports.
<p>C. Improving Guidance Regarding Essential Grant Requirements</p>		
<p><i>The Inspector General's findings suggest that COPS guidance to grantees could be improved to ensure that critical grant requirements are understood and met.</i></p>	<p>The COPS Office is committed to providing its grantees with clear, easily understood guidance regarding federal grant requirements.</p>	<ul style="list-style-type: none"> • COPS has recently developed a comprehensive manual, which clarifies COPS grant conditions. This manual is currently available on the Internet or from the USDOJ Response Center. • COPS also now participates in regional financial management training for grantees.

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



COPS
100,000
OFFICERS FUNDED



"America is grateful for the hard work of our men and women in uniform. Every day you make our streets and schools safer, our homes more secure, and in so doing — make no mistake about it — you make freedom more real for the American people. We know you can't do it alone. We've tried to be good partners. We intend to be better partners as we move to the next century."

President Bill Clinton
January 14, 1999

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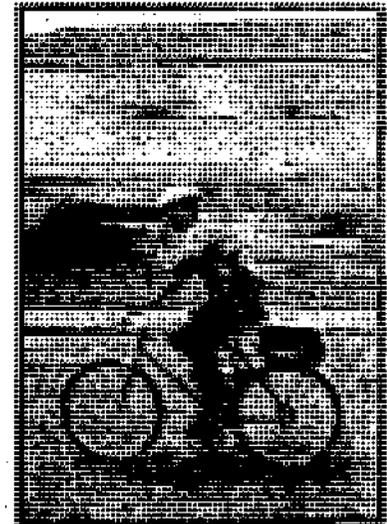
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10	COPS School Safety Initiatives
12	Creating an Infrastructure to Support Community Policing
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16	Success Stories
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	Lima, Ohio
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22	Community Policing Resources

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INTRODUCTION

When President Clinton took office in January of 1993, he promised that his Administration would provide local communities with the resources to add 100,000 community policing officers to the street.

The 1994 Crime Act provided the Office of Community Oriented Policing Services (COPS) with \$8.8 billion and six years to fund 100,000 additional officers. The COPS office met its goal of funding 100,000 community policing officers, ahead of schedule and under budget.

From the outset, the COPS Office has been at the forefront of the Clinton/Gore Administration's effort to change the way the Federal government does business. The COPS Office offers flexible programs that respond directly to the needs of local law enforcement. By cutting red tape and placing a premium on customer service, the COPS Office has reinvented the Federal grant making process.

The COPS program represents an unprecedented partnership between the Federal government and local law enforcement. Without the tremendous support and commitment of local law enforcement to improve policing, the COPS Office would never have gotten off the ground. This program has set the marker for the way a Federal agency works with its customers and delivers resources in a timely and responsive fashion.

"THIS PROGRAM HAS BEEN A BREATH OF FRESH AIR FROM WASHINGTON. I DO NOT HAVE WORDS TO DESCRIBE THE GOOD IT HAS DONE FOR THIS COMMUNITY. THE COMBINATION OF UNIFORM AND CIVILIAN PERSONNEL HAS LOWERED CRIME 48 PERCENT."

POLICE CHIEF RICK L. BROWN
MEREDESIA, ILL.



HISTORY OF COPS

In the 1980's, the crime problem in America reached epic proportions. Crime rates were skyrocketing at an unprecedented rate. It seemed as if there was little that could be done to solve the problem. The public was demanding results, but Federal and local officials were at a loss.

On September 13, 1994, President Clinton signed the Violent Crime Control Act of 1994 — popularly known as the "1994 Crime Act" — into law. The most comprehensive piece of Federal crime legislation to date, the 1994 Crime Act paired for the first time tough sentencing and enforcement with smart prevention. The centerpiece of the legislation was a pledge to fund an additional 100,000 community policing officers.

To fulfill the President's pledge, Attorney General Janet Reno created the Office of Community Oriented Policing Services.

Less than a month after the President signed the Act, COPS awarded \$200 million in grants to fund the addition of 2,700 community police officers.

Over the next five years, the COPS Office did not abandon that break-neck pace. Ahead of schedule and under budget, the COPS Office met its goal of funding 100,000 officers.



"TODAY THE BICKERING STOPS, THE ERA OF EXCUSES IS OVER, THE LAW-ABIDING CITIZENS OF OUR COUNTRY HAVE MADE THEIR VOICES HEARD. NEVER AGAIN SHOULD WASHINGTON PUT POLITICS AND PARTY ABOVE LAW AND ORDER."

PRESIDENT BILL CLINTON

Community Policing is...

a policing philosophy that promotes and supports organizational strategies to address the causes and reduce the fear of crime and social disorder through problem solving tactics and community-police partnerships. A fundamental shift from traditional, reactive policing, community policing stresses the prevention of crime before it occurs. Community policing is an integral part of combating crime and improving the quality of life in the nation's cities, towns, and rural areas. Core components of community policing include partnering with the community, problem solving, and transforming policing agencies to support and empower frontline officers, decentralize command, and encourage innovative problem solving.

COMMUNITY POLICING OVERVIEW

Over the last several decades, there has been a lot of talk about the shift towards this "new" law enforcement philosophy of community policing. However, community policing is not new. In fact, it is a return to traditional methods of policing. Sir Robert Peel, the father of modern policing, said in the 19th century, "the police are the public and the public are the police." The move towards community policing is essentially a return to the roots of law enforcement.

Because the specifics of community policing are by definition uniquely tailored to each individual neighborhood, community policing takes a myriad of forms throughout the nation.

WHY THE SHIFT?

Developments in technology caused police to move slowly away from their community policing roots. Police cruisers and radios essentially took officers off the sidewalks and put them in cars, racing from incident to incident, with little time to work on preventing crime. Law enforcement officials began to realize that merely putting more people behind bars did little to affect the rising crime rate. Efforts needed to be made to prevent crime, instead of just arresting people after the fact. They discovered that by being proactive and working with the community, police were not only better at catching criminals, but could stop crime from happening at all.

COMMUNITY POLICING TODAY

The move towards community policing quickly gained great momentum. As more and more departments experienced success, the movement spread. Today, due to the efforts of local officials and the assistance of the COPS Office, more than 88 percent of the nation is served by departments that employ community policing and more and more are making the shift everyday.



"I HAVE TO BELIEVE OUR DROP IN CRIME [49 PERCENT SINCE 1992] IS ALMOST TOTALLY DUE TO NEIGHBORHOOD POLICING."

POLICE CHIEF THOMAS R. WINDHAM
FORT WORTH, TEXAS

PROMOTING COMMUNITY-POLICE PARTNERSHIPS

Law enforcement knows that it must stay one step ahead to effectively combat crime. This requires agencies to constantly modify their strategies and strive for innovation and efficiency. Partnering with community organizations allows agencies to pool resources and experience to address local crime issues and develop innovative solutions. Since 1994, the COPS Office has offered several programs to develop new, innovative approaches to crime reduction.

PROBLEM SOLVING PARTNERSHIPS

COPS has awarded grants to more than 450 programs to use innovative strategies to target specific problems of crime and disorder. The Problem Solving Partnership grant program provides agencies with the necessary resources to attack the root causes of chronic crime problems.

ANTI-GANG INITIATIVE

In 1995, the COPS Office announced the Anti-Gang Initiative as part of the Clinton/Gore Administration's comprehensive plan to combat juvenile crime. The initiative funded anti-gang strategies in 15 communities across the nation.

COMBATING DOMESTIC VIOLENCE

COPS offers funding for law enforcement to form coalitions with victims service programs to develop comprehensive, innovative techniques to reduce the incidence of domestic violence and provide a coordinated response.



"IT'S A NEW COMMUNITY PROGRAM WE STARTED. WE ORGANIZED A BLOCK WATCH, AND WE GOT TOGETHER AND HAD A STREET CLEANUP. WE'RE STARTING TO PUT A LITTLE BIT OF PRIDE BACK INTO THE COMMUNITY."

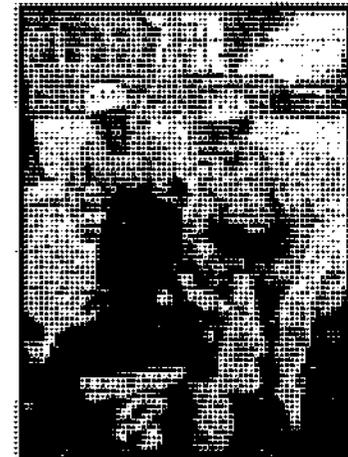
POLICE OFFICER KAROL DOMBEK,
MANCHESTER, CONN.

METHAMPHETAMINE INITIATIVE

Methamphetamine - a central nervous stimulant known as crank - is the fastest growing drug in the nation. Building on previous COPS initiatives that allow law enforcement agencies to utilize advanced technologies and innovative strategies to implement resourceful solutions to persistent crime, the COPS Methamphetamine Initiative is providing resources to six cities to combat methamphetamine use and production.

YOUTH FIREARMS VIOLENCE INITIATIVE

In September 1995, President Clinton announced the Youth Firearms Violence Initiative to fund innovative strategies to combat youth firearm violence in nine cities. These strategies ranged from School Enforcement Teams that work with at-risk youths to targeting gun hotspots.



"CRIME IS CERTAINLY DOWN IN MY NEIGHBORHOOD. IT'S A COMBINATION OF COMMUNITY POLICING AND PEOPLE WATCHING OUT FOR EACH OTHER. NEIGHBORHOODS ALL OVER THE CITY ARE GETTING ORGANIZED AND TALKING MORE TO THE POLICE. AND YOU CAN SEE THE RESULTS."

WILLIE WIMBERLY
PRESIDENT, GARDEN STREET
NEIGHBORHOOD ASSOCIATION
POUGHKEEPSIE, N.Y.

COPS SCHOOL SAFETY INITIATIVES PROTECTING CHILDREN IN YOUR COMMUNITY

Headlines about violence in our schools, stemming from tragedies in Jonesboro, Ark., Pearl, Miss., and Richmond, Va., have generated a surge of interest in school safety. Unfortunately, these crimes are not isolated incidents. Disorder, crime, and violence are problems in many schools. Some police departments report that one in four calls are responses to crime in and around schools.

The COPS Office is responding to this need with two programs to help communities develop their own responses to the problem of school violence.

COPS IN SCHOOLS

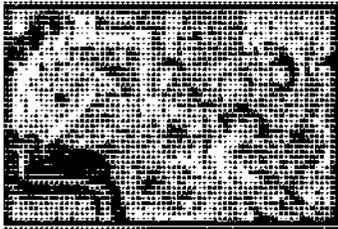
Funds are available for law enforcement agencies to hire community policing officers to work in primary and secondary schools. Law enforcement agencies can receive up to \$125,000 per officer over three years to work in partnership with education officials to solve problems of crime and disorder in and around schools.

SCHOOL-BASED PARTNERSHIP GRANT PROGRAM

To assist community groups, schools, and law enforcement agencies in addressing persistent crime problems in and around schools, COPS offers the School-Based Partnership Program. Law enforcement and education officials partner to use problem-solving methods to understand the causes of these problems and develop specific, tailor-made responses to combat school-related violence. Problems being addressed include: drug dealing and use, sexual assault, vandalism, loitering, and disorderly conduct. Reports on these projects will be made available so that all communities can share the strategies to combat these problems.

"THEY REALLY GET TO KNOW THE POLICE. THEY LOVE WHEN SHE READS TO THEM, AND THEY LOVE THAT SHE'S A REAL PERSON."

TEACHER SANDY BIALICK
BRIDGEWATER, N.J.



COPS AT WORK IN AMERICA'S SCHOOLS

Hanford, Calif.

Officer Darren Mathson, who has overseen a 62 percent drop in expulsions in his school, counsels students on problems ranging from domestic abuse to drugs. During the summer, he runs a junior police academy to teach students the basics of the law enforcement profession.

Rome, N.Y.

Sergeant Ed Stevens works with the schools through athletics. The "COPS and JOCKS" program allows police officers to act as coaches and mentors to students participating in sports activities. Rome has also opened a Resource Center to offer after-school tutoring and athletics.

The Cherokee Indian Reservation, N.C.

Officer Kim Parker and Lolita Sequoya work with students, teaching Drug Abuse and Resistance Education (DARE) and safety courses. They ensure that school is a safe place for students to learn and offer extracurricular activities to keep kids off the streets after school.

"IN ROME, NEW YORK, WE ARE PRACTICING SMART PREVENTION BY REACHING OUT TO AT-RISK YOUTH, OFFERING FUN, SAFE AFTER-SCHOOL ACTIVITIES, AND PROVIDING ACCESSIBLE TUTORING."

SERGEANT ED STEVENS
ROME POLICE DEPARTMENT
ROME, N.Y.



CREATING AN INFRASTRUCTURE TO SUPPORT COMMUNITY POLICING

REGIONAL COMMUNITY POLICING INSTITUTES

As part of the customer service orientation of the COPS Office, we made it our business to listen to the needs of law enforcement agencies across the country. What they told us came through loud and clear: there was a desperate need for training. Because of a lack of resources, many agencies have no way to deliver the scope of training that is necessary to advance community policing.

The COPS Office responded to that need by creating Regional Community Policing Institutes (RCPI's). The Institutes provide comprehensive, innovative community policing education, training, and technical assistance. To date, 30 Institutes across the country have trained over 26,000 people in community policing.

RCPI's have been experimenting with new ideas to challenge and improve traditional training programs, as well as develop programs that support community policing and sustain it into the future. RCPI's offer learning opportunities in the areas of problem solving partnerships, organizational change management, strategic implementation, ethics and integrity, rural community policing, technology, and special populations.

"I BELIEVE THAT COMMUNITY POLICING,
NOT ONLY IN THIS CITY BUT ACROSS THE
NATION, IS THE CAUSE OF THE REDUC-
TION IN CRIME."

BILL HYDE,

CAPTAIN OF THE PARK CITY/BROOKSIDE

PARK NEIGHBORHOOD ASSOCIATION,

MERIDEN, CONN.



COMMUNITY POLICING CONSORTIUM

COPS funding has also allowed the Community Policing Consortium to provide community policing training and technical assistance to thousands of COPS grantees, as they develop their community policing efforts. The Consortium provides an orientation to community policing as well as programs to address specific issues such as problem solving, developing strategies, personnel deployment, building community partnerships, and cultural diversity. Training sessions are held at the regional, state, and

county levels. They offer programs that reflect the breadth of the Consortium's collective policing knowledge.

The Consortium partnership comprises the International Association of Chiefs of Police (IACP), the National Sheriff's Association (NSA), the Police Executive Research Forum (PERF), the National Organization of Black Law Enforcement Executives (NOBLE), and the Police Foundation (PF).



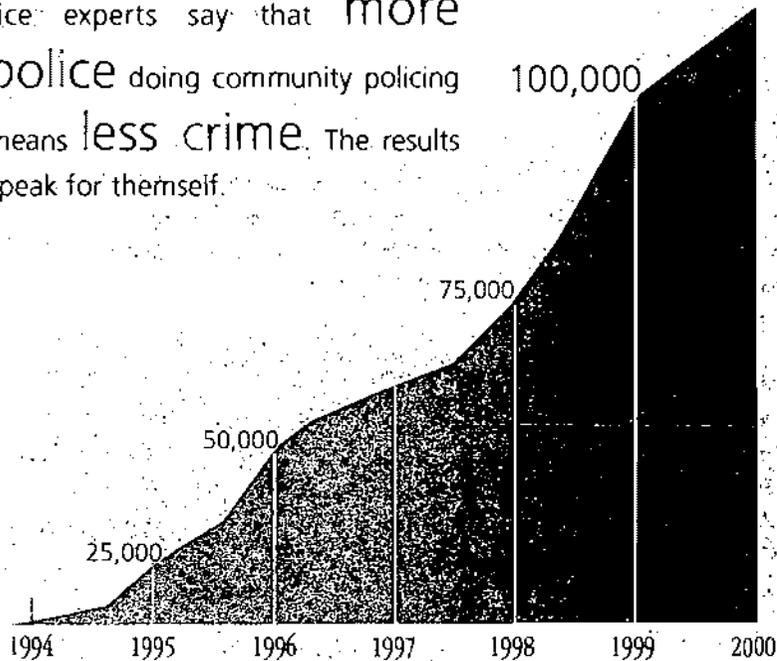
RCPI'S LISTED BY STATE AND NAME

AZ	Arizona RCPI	MD	Mid-Atlantic RCPI
AZ	Navajo Nation RCPI	MI	Michigan RCPI at Michigan State University
CA	California RCPI at Los Angeles	MN	Minnesota Community Policing Institute
CA	California RCPI at San Diego	MO	Missouri RCPI at Western State College
CA	California RCPI at Sacramento	NC	Carolina's Institute for Community Policing
CO	Colorado Community Policing Institute	NJ	New Jersey RCPI
FL	Florida RCPI at St. Petersburg Junior College	NY	New York State RCPI
GA	RCPI at Kennesaw State University	OH	Ohio Great Oaks Institute
IL	Illinois Institute for Public Safety Partnerships	OK	Oklahoma RCPI
IL	Illinois RCPI	OR	Oregon Western Community Policing Center
IN	Fort Wayne Police Department RCPI	TN	RCPI at Knoxville Police Department (SCOPE)
KS	Kansas RCPI at Wichita State University	TX	Texas RCPI at University of Texas at Austin
KY	Eastern Kentucky RCPI Kentucky	TX	Texas RCPI at Sam Houston State University
LA	Louisiana RCPI	WA	Washington Western Regional Institute for Community Oriented Public Safety
MA	New England RCPI	WV	West Virginia RCPI

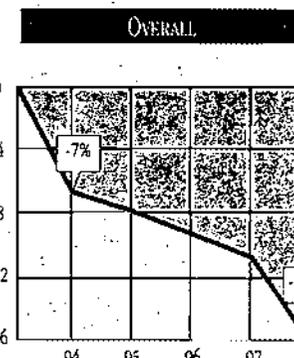
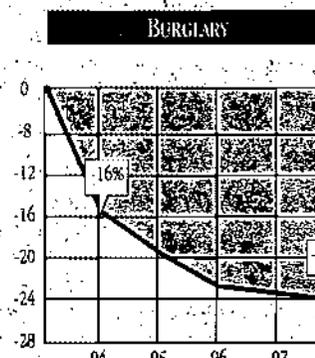
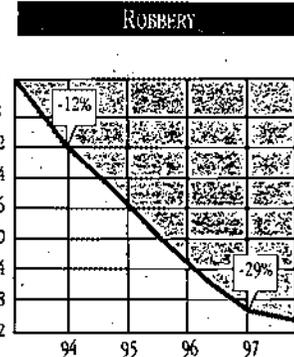
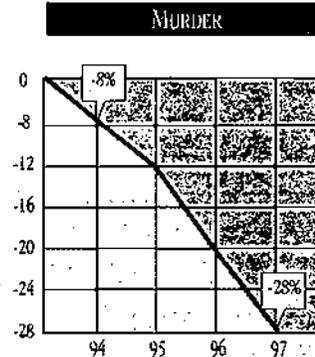
OFFICERS ON THE RISE CRIME RATES ON THE DECLINE

COPS FUNDED

Police chiefs, sheriffs, and criminal justice experts say that more police doing community policing means less crime. The results speak for themselves.



CRIME RATES



"THERE'S NO DOUBT ABOUT IT. THE ADDITIONAL OFFICERS HAVE MADE A BIG DIFFERENCE IN OUR COMMUNITY. THERE'S NO SUBSTITUTE FOR POLICE PRESENCE."

POLICE CAPT. CHARLES M. TASCIA
FITCHBURG, MASS.

SUCCESS STORIES



BOSTON, MASSACHUSETTS

Boston is consistently cited as an example of the tremendous impact of community policing. Proactive policing and partnerships with community groups have become the norm. The department forged working relationships with Mayor Thomas Menino; local probation officers, parole officers and prosecutors; local, state and federal agencies; and each of Boston's neighborhoods. To assist in the Boston Police Department's (BPD) efforts, the COPS Office has awarded over \$13 million in grants to hire or redeploy 139 officers.

In the early 1990's, Boston was faced with a surge in homicides, gang-related crime, and youth violence. Gangs were prevalent and accounted for much of Boston's violence. The police department responded by creating the Youth Violence Strike Force to tackle the problem head on, by implementing an aggressive intervention strategy and working with the community and gang involved youth. In addition, Boston began Operation Cease Fire, to target and control gang-related violence and firearms trafficking throughout the area. These efforts were bolstered by a \$750,000 COPS Anti-Gang Initiative grant.

The BPD's comprehensive approach has resulted in a sharp decrease in gang-related violence. Boston has partnered with area government agencies, allowing for fast-track prosecution and incarceration, stronger undercover narcotics operations, and better tracking of gangs, guns, and violence. Probation compliance among juveniles is up, due to an innovative ride-along program for probation officers to ensure that their probationers are not out on the streets.

The BPD has been awarded nearly \$500,000 in COPS grants to combat domestic violence. With those funds, the department created Peace — a program that partners the police with Massachusetts Coalition of Battered Women's Service Groups, the District Attorney's office, the Public Health Commission, and several other community-based service providers. The project ensures that a coordinated response is available

"IT BEGAN WITH THE OBVIOUS ADMIS-
SION THAT THE POLICE CANNOT CONTROL
CRIME BY OURSELVES. WE HAVE ENLIST-
ED THE AID OF OUR PARTNERS IN CRIME-
FIGHTING, AND THE JURY IS IN.
COLLABORATION WORKS."

POLICE COMMISSIONER PAUL F. EVANS
BOSTON POLICE DEPARTMENT
FEBRUARY 12, 1997

for victims who do not seek help immediately. This proactive approach brings together everyone involved, from the front line to city agencies, to link available services with victims of potential repeat offenders.

The efforts of the Boston Police Department, in partnership with the community, have produced their lowest violent crime rate since 1971. Property crime dropped to its lowest level in over three decades, with a 49 percent decrease since 1990. House break-ins and car thefts have also hit a 35 year low. Boston's implementation of community policing strategies, with assistance from the COPS Office, has led to sharp reduction in youth violence crime rates. Every year since 1993, the number of juveniles killed by guns has decreased, with a drop of 60 percent from 1990 to 1998. The city experienced an unprecedented 29 month period (July 1995-December 1997) in which not one juvenile was killed with a firearm. The rate of homicide for those under 24 has dropped 58 percent since 1995. Overall, the rate for violent crime involving a firearm decreased 43 percent since 1995. And citizens are definitely noticing these trends. The 1997 Boston Public Safety Survey found that 76 percent of residents feel somewhat to very safe out alone in their neighborhoods at night — up from 58 percent in 1995.

"WE USED TO TALK ABOUT THE GOOD
OL' DAYS, WHEN THE STREETS WERE SAFE.
BOSTON IS ENJOYING THE GOOD OL' DAYS
RIGHT NOW."

MAYOR THOMAS M. MENINO
BOSTON, MASS.

"The efforts of the Boston Police Department in
Partnership with the Community has pro-
duced the lowest violent crime rates since 1971."

"COMMUNITY POLICING MARKS A NEW ERA OF POLICING. AN ERA IN WHICH RELATIONSHIP BUILDING, PROBLEM SOLVING, AND ACCOUNTABILITY ARE PARAMOUNT."

CHIEF GREG GARLOCK
LIMA POLICE DEPARTMENT



LIMA, OHIO

Lima, a community of 45,000 in western Ohio, recently embraced community policing. The Lima Police Department (LPD) is now committed to working in partnership with the community to improve the quality of life by creatively solving problems related to crime, the fear of crime, and neighborhood decay, while safeguarding the constitutional rights of residents. The LPD knows that both police and community involvement are fundamental to finding long-term solutions to persistent crime problems. The COPS office has supported Lima's efforts by awarding them more than \$1 million to add 14 officers to the beat.

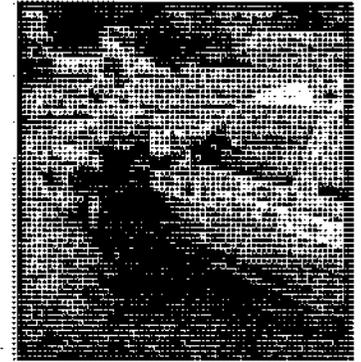
Lima first began experimenting with community policing in 1995 with a pilot program in the Riverside North neighborhood, an area responsible for 20 percent of the city's call volume. In only three months, community policing produced dramatic results. Neighborhood associations began to assist officers, call volume was drastically reduced, and crime dropped almost immediately. This tremendous success prompted the LPD to implement community policing city-wide.

The community policing philosophy has been internalized by the department and governs how business is conducted. Each member of the department, regardless of rank or job classification, is trained in community policing. Each patrol officer is assigned to one of nine sectors of the city where they work the beat. Even dispatchers are assigned to a specific sector. The officers on the beat are primarily responsible for patrolling their area, building relationships with community members, and seeking innovative, long-term solutions to neighborhood problems. Satellite offices located in the neighborhoods establish a presence in the community and provide a convenient place for paperwork to be completed so officers can get back on the street quickly. When these officers are needed to respond to a call for service, they are called to their sector of the city.

Lima police are practicing prevention by spending time in local schools and educating the community's youth on drug and gang related issues. DARE (Drug Abuse and Resistance Education) officers teach drug resistance and education to fifth and seventh graders, while GREAT (Gang Resistance, Education and Training) officers educate third and fourth graders and middle school students in techniques to resist gang pressures and resolve conflicts. By helping students set goals for themselves and discussing the consequences of gang activity, the officers are reducing the incidences of gang involvement in the future.

The LPD also employs a CRIME (Crime Resistance in a Municipal Environment) Unit in their crime prevention efforts. Members of the CRIME Unit patrol the downtown area on foot, offer crime prevention education to citizens, conduct security surveys of local businesses, and remove graffiti. While this unit is specifically devoted to prevention efforts, every officer in the department engages in crime prevention efforts whenever possible.

In the short time that community policing has been used in Lima, it has greatly impacted the community. The increased police presence and beefed-up community patrols have made citizens feel at ease. The move to community policing has been so successful that it is being touted by Ohio's Lt. Governor "as a benchmark for community policing throughout the state."



"The LPD knows that both police and community involvement are fundamental to finding long-term solutions to persistent crime problems."

COLORADO SPRINGS, COLORADO

Colorado Springs is Colorado's second largest city. It is a rapidly growing community, which spreads over 183 square miles and is home to nearly 350,000 residents.

The Colorado Springs Police Department (CSPD) has been employing community policing since the 1970s. In 1992, CSPD converted its entire department to community policing, using the Problem-Oriented Policing model to work proactively to prevent and manage criminal behavior and address quality of life issues at the neighborhood level. Their efforts have been aided by the COPS Office, which has awarded CSPD nearly \$3.9 million in grants to hire or redeploy 52 officers, work in partnership with the community, and create programs to effectively combat persistent, local crime problems.

CSPD achieved its success by empowering line officers and the community. Officers are assigned to one of three divisions which cover a designated one-third of the city. Officers on the beat are encouraged to seek creative solutions to local problems, permitting them to use their discretion in interactions with the community and increase their investment in negotiating long-term solutions. Each division is equipped with its own station and a Mobile Command Post, which acts as a substation for police in the area. Often, the division will relocate its Command Post to a neighborhood experiencing an increase in incidents of disorder. Officers maintain their presence in the affected area until the problems are resolved.

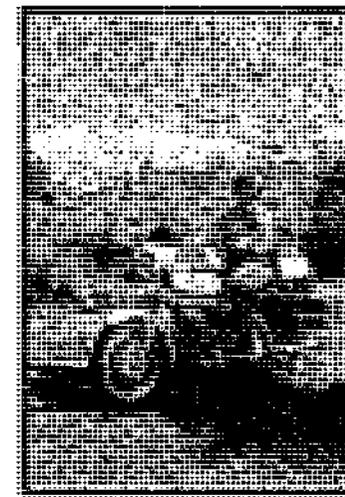
Similarly, community members have been empowered by CSPD's integration into the neighborhoods. The commitment and proximity of the officers has yielded a relationship that motivates residents to work in partnership with police to prevent and report criminal behavior. Each division has a Citizen's Advisory Council and Youth Advisory Council that meet with police monthly to discuss neighborhood problems and solutions. In partnership with the department, they have formed 460

"ONE OF THE MOST EFFECTIVE THINGS THE COPS OFFICE HAS DONE IS TO FORM AND SUSTAIN THE REGIONAL COMMUNITY POLICING INSTITUTES. OUR INSTITUTE IN COLORADO HAS CREATED A DYNAMIC AND ENCOURAGING CONTEXT FOR POLICE AGENCIES TO GO FAR BEYOND THE BOUNDS OF TRADITIONAL POLICING AND TO BECOME GENUINE CONTRIBUTORS TO COMMUNITY BETTERMENT."

CHIEF LORNE KRAMER
COLORADO SPRINGS
POLICE DEPARTMENT

active neighborhood watch programs. Crime is no longer solely considered a police problem. Rather, residents are taking responsibility and action to improve their communities. In 1997, residents logged 12,000 calls to the Crime Stoppers hotline, resulting in 100 arrests. Over 400 volunteers have donated 44,000 hours to assist police with clerical duties and participate in outreach and service programs. This astounding citizen involvement is a testament to the partnership that has been established between the police and residents.

These accounts represent only a portion of the tremendous success that the CSPD has achieved through community policing. It is reflected in the community's response as well as the crime statistics. Over 70 percent of Colorado Springs residents express a high level of satisfaction with the department. This confidence is well justified. Colorado Springs enjoys a violent crime rate of only 6 per 1,000, nearly one-third that of the national average for cities of comparable size. The total rate of serious crime is also well below the average, reporting only 61 index crimes per 1,000 compared to 89 per 1,000 nationally.



"Crime is no longer solely considered a police problem. Rather, residents are taking responsibility and action to improve their communities."

COMMUNITY POLICING RESOURCES

U.S. DEPARTMENT OF JUSTICE RESPONSE CENTER

The U.S. Department of Justice Response Center is committed to providing the public and the criminal justice community with superior service and information. The Response Center provides assistance and answers inquiries about available grants and programs, funding opportunities, and legislative initiatives as they relate to the justice agencies. The Response Center can be reached at: 1 (800) 421-6770.

RESPONSE CENTER CUSTOMERS

The Response Center serves and supports the following entities: criminal justice agencies; state and local agencies and professionals; congressional offices; law enforcement agencies; community organizations; and citizens in the 50 States, the District of Columbia, the Commonwealth of Puerto Rico, and the United States Virgin Islands.

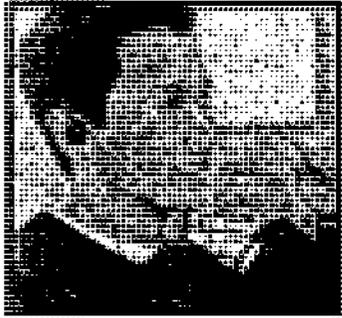
THE COPS INTERNET — INFORMATION ON COPS AND COMMUNITY POLICING IS JUST A CLICK AWAY

Five key sections provide up-to-date information on COPS and its programs:

News & Information: Displays the latest grant announcements, press releases, and upcoming events.

Grants, Programs, & Activities: Lists current funding opportunities complete with application kits and comprehensive descriptions of all our grant programs and more, including training and technical assistance, compliance and monitoring, and program assessment and policy support.

Grantee Toolbox: Provides resources for our grantees including contact information, tips, grant owners manuals, and progress report forms.



Community Policing Resources: Houses a repository of excellent community policing resources, including COPS funded studies, reports, curriculums, tools and tips, conference capsules, ongoing assessments, and promising practices from the field.

Freedom of Information Act (FOIA): Lists FOIA contact information and an electronic reading room, including state listings of all COPS grantees.

COPS web site can be found at www.usdoj.gov/cops

COMMUNITY POLICING CONSORTIUM

The Consortium's primary mission is to deliver community policing training and technical assistance to police departments and sheriffs' offices that are designated COPS grantees. Training sessions are held at the state/regional and county levels and use curricula reflecting the breadth of the Consortium's collective policing knowledge.

OVERVIEW

For agencies that need overview training, the Consortium offers orientation to community policing as well as sheriff-specific sessions that address their unique issues and obstacles. Problem solving, developing strategies, personnel deployment, managing calls for service, building community partnerships and cultural diversity, and train the trainer workshops are available to agencies searching for more specific courses. This training is delivered free to agencies with COPS grants.

For more information about the Community Policing Consortium, check out the Consortium's Internet web site online (www.communitypolicing.org) or contact the Consortium at (800) 833-3085.



"THANK YOU FOR PROVIDING A GREAT SITE THAT HAS MADE THE WHOLE COPS PROGRAM EASIER TO ACCESS AND UNDERSTAND."

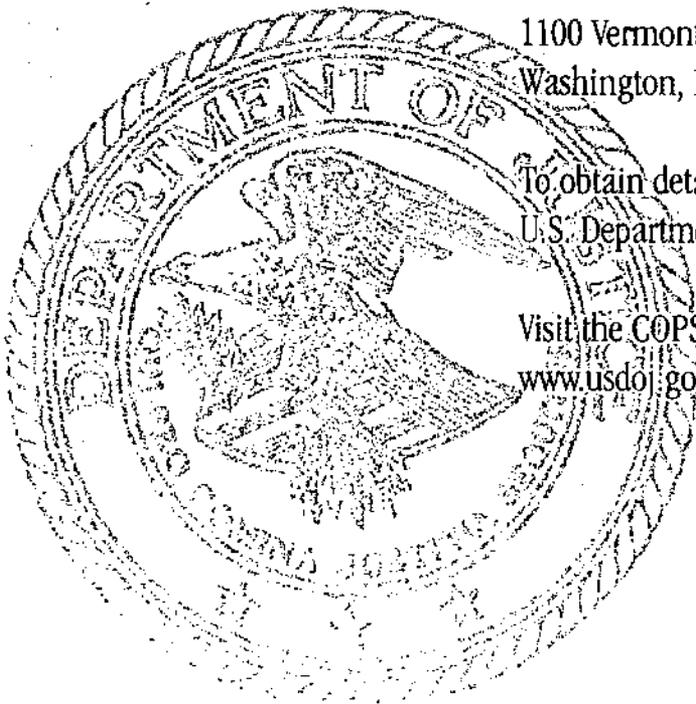
J.A. SEAGLE
STATONSBURG POLICE DEPARTMENT
STATONSBURG, TENN

FOR MORE INFORMATION:

U.S. Department of Justice
Office of Community Oriented Policing Services
1100 Vermont Avenue, NW
Washington, D.C. 20530

To obtain details on COPS programs, call the
U.S. Department of Justice Response Center at 1.800.4

Visit the COPS internet web site:
www.usdoj.gov/cops





**"MAKING OUR STREETS SAFE"
GOVERNOR BILL CLINTON
CITY HALL
JULY 23, 1992
HOUSTON, TEXAS**

Thank you very much. Ladies and gentlemen, I am so honored to be here today, grateful to all these men and women in uniform who have agreed to come here and stand here with me, overwhelmed by this crowd of Texans who came out to see your neighbor.

I want to thank all these police officers for the work they do, and for the support they give to you. I want to thank your mayor for lowering the crime rate in Houston while it's going up everywhere else.

I want to tell you that I come here today with a vision for America. Hey, calm down, everybody. It's raining, we're going to have to listen up or go in. I'll stay if you will. I'm willing to get wet to turn this country around, and I hope you are too. We've got to do it.

Al Gore and I have a plan to put the people of this country back to work, to give us world-class education, to provide affordable health care to all Americans, and to challenge all of us to make this country what it was meant to be. And I want you to be a part of it.

One of the things that we have to do as Americans is to do a better job in making our streets safer, and our cities safer, and our people safer. That's what we're here today to talk about.

I've heard all this rhetoric from this administration for years and years and years, but the fact is we're number one in the world in the percentage of people we've got behind bars, and we're only thirteenth in wages. I want to reverse those numbers, and get this country going in the right direction.

The people in this country who suffer most are the people who are out here today, the people who can't afford their own security guards and their own private systems. I want to help you to have safer streets, and your children to have safer schools, and all of us to have brighter tomorrows. We cannot take our country back until we take our neighborhoods back.

Four years ago, this crime issue was used to divide Americans. I want to use it to unite Americans. I want to be tough on crime and good for civil rights. You can't have civil justice without order and safety. We can go forward together, and that's exactly what we're going to do in a Clinton/Gore administration.

I want to start by, clearly and unequivocally in the state of Texas, endorsing the Brady Bill, something even Ronald Reagan supports, to make our streets safer. I don't see how a President can ask men and women to put on uniforms and risk their lives to keep the rest of us safe, if he won't risk a little political capital and take a little heat to ask people to wait five or six days while somebody checks their criminal records and their mental health histories before they get a gun which can kill a policeman.

I want to make something else clear. I come from your neighboring state, where over half the people have hunting and fishing licenses. I support the right to keep and bear arms. I support the right of men and women to be sportspeople. But I think most law abiding Americans would also like to think that we are helping police to be safe in their work, kids to be safe in their schools, and people to be safe on their streets. And it is crazy to believe that we shouldn't at least try to give our police officers a fair fight in the fight to keep our streets safe. That's why I believe we ought to be for the Brady Bill, and we ought to take the AK-47's and the Uzis off the streets in America.

And I want to make one other point before we all drown. This President used crime to beat the Democrats in 1988. And then he turned around and tried to take a hundred million dollars away from state and local law enforcement. I've got a plan to cut federal employment by a hundred thousand, and put another hundred thousand police officers on the street, keeping the streets safer by community policing.

It's not just Houston, folks. In New York, the crime rate has gone down because they've gone back to community policing, neighbors working with their police. I've seen housing projects which have gone from drug dens in Chicago to havens of safety for children, because the community and the police worked together. I've walked on streets in Pittsburgh which were dominated by crackhouses, where kids couldn't stand in the park, where now they play basketball free everyday. This is an issue of personal freedom, and that's what those hundred thousand police officers will provide.

Let me tell you how we're going to do it. We're going to take the servicemen and women who will be reduced out of the military because of the Cold War, and give them a chance to win wars here at home. We will make it possible for them to be re-trained as police officers, and then let them earn credit on their military retirement, if they'll come back to Houston, or Dallas, or El Paso, or San Antonio, and help to keep the people safe, and so they can raise their children in safety.

We're going to open the doors of college education to all Americans, and let any American, any American who borrows the money to go to college pay it back with two years of public service. And one of the things they'll be able to do is to work for two years as police officers, or teachers, or nurses, or work with kids to keep them out of gangs and off drugs.

If you want a President who knows the difference between talk and action, who will not use crime to divide us, but use safety to unite us, then vote for Bill Clinton and we will turn this country around.

My fellow Americans, we have a great decision before us, a choice that will require some courage on your part. In the next one hundred days, we will have a debate on the future of America. And you will be asked once again to stay with the same old path, to stay in the grip of a failed economic idea called trickle-down economics.

An idea that has produced ten million unemployed and made most of our people work harder today for less money than they were making ten years ago, including most people here today. An idea that has led us to be ridiculed in the face of the world, that led the Japanese Prime Minister to say he felt "sympathy" for the United States. I don't want sympathy. I want respect from the rest of the world. We'll be number one again, if you give us the chance.

You will be asked to vote again on the same old politics of fear, and division, and distraction. I ask you again to take a look at this crime issue. Use it, not as a way to divide the American people, but a way to unite the American people. Every child needs to be safe.

It is the poor, it is the minorities, it is those who have been forgotten and left out, who are most at risk to violent crime in America today. They will be healed and helped if their people could put on these uniforms and walk their streets and protect their children. And that is what I want to do.

No more use of crime to divide, let's lift the American people up together. We're going up or down together, and we better start acting like it.

So I say to you, before we all drown, if you want a government that works for all the people, that puts the American people first, that believes we can compete and win again, that changes the way government operates in Washington, the way your great governor, Ann Richards, is trying to change the way government operates here, if you want a government that really works for you and really works, then you support Bill Clinton and Al Gore.

I will never forget this vast crowd here today, and the fact that you all stayed when it rained. You're all going to have to stay through some other rain. We didn't get into this mess overnight. We're not going to get out of it overnight. It's not going to be easy, it's not going to be quick. And we'll all have to accept the challenge to change. But we must try some new directions.

Let me say one final thing about this issue I came here to talk to you about. Most of the people behind bars are under-educated, with an alcohol or drug abuse problem. If you want to fix it, we've got to find new ways to deal with our young people--drug education, drug treatment, work for them in the summertime, opportunities for them to have something to say yes to.

And one final thing, we need an early intervention program, so that when these kids get in trouble the first time, instead of being ignored or sent to prison where they can learn how to be first-class criminals, there should be one shot to stay in a community punishment program--community boot camps that give you discipline, education, treatment, and work, that give people a chance to get connected to the future we want them to live.

I can tell you that in my state, we have a repeater rate of only about thirteen percent for those that graduate from the boot camp program, only about twelve percent for those that get their high school diplomas when they're in prison. We've got to empower people to take their lives back. Punish, when punishment is appropriate, but liberate, too, from the scourge of ignorance and addiction, so that we can go forward together. We need both.

What I have said to you today comes from my heart. You can see I couldn't read my notes. These are things I've been working on for years, folks. And that's the last thing I want to say.

People are trying to hope again in America. They're trying to believe again in America. And they always say to me, "Well, why should I believe you?" All I can tell you is, folks, I am living proof that the American dream works, if you get a real shot to grab it.

I was born thirty-five miles from the Texas line, nearly forty-six years ago, into a family of, to put it mildly, modest means. But the system worked for me. And I got into this race for President because I did not want to see the system fail you. Because I did not want to see my daughter grow up to be part of the first generation of Americans to do worse than their parents. Because I could not bear the thought that in this great land, which has been the home of the free and the brave, we would literally lead the world in the percentage of people we put in jail, and fall from first to thirteenth in the world in wages in twelve short years.

I do not want this to be a country that is a wasteland to live in, instead of the land of hope and opportunity for all Americans. And that's why I got into this race for President.

And I think we have to keep score, not just on what we say, but on what we do. This is a race, not just between the past and the future, it's the difference between action and inaction. Anybody can talk a good game. Al Gore and Bill Clinton have a plan, a vision, something you can act on, something you can sink your teeth into, something people have analyzed and said will move America forward. We need your help. Will you help us?

Do you think I did a good job in selecting a Vice-Presidential nominee? Do you agree with him, that it's time for them to go? Thank you. Do you believe that these fine men and women in uniform deserve more support in keeping your streets safer, and lifting your children up? Do you want a President who doesn't just talk the talk, but who walks the walk?

My fellow Americans, more than anything else, I want us to be making progress again. I want tomorrow to be better than today. I want us to be coming together again across the lines of race and region and income. I believe we can win again, and that's what this campaign is about.

If you want to win again, and you want your country to be one again, if you want America to be associated with people who have a spring in their step and a song in their heart, you'll help Al Gore and Bill Clinton for the next hundred days, and we will lift this nation up.

Thank you, and God bless you.

▶ Jordan Tamagni
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Record Type: Record

To: Loretta M. Ucelli/WHO/EOP, Bruce N. Reed/OPD/EOP

cc:

Subject: Final

Final
Tamagni

**PRESIDENT WILLIAM J. CLINTON
REMARKS FOR 21ST CENTURY CRIME BILL EVENT
THE ROSE GARDEN
May 12, 1999**

Acknowledgments: AG Reno; Senators Leahy, Biden, Specter; Representatives Conyers and Stupak; Mayor Rendell Officer Jonathan Hall; representatives of police forces and law enforcement organizations. Dep. AG Holder; Assoc. AG Fisher, Treasury Undersecretary for Enforcement Jim Johnson, and COPS Office Director Joe Brann.

Good afternoon and welcome to the White House. Five years ago this summer, after a remarkable bipartisan effort in Congress -- and with the support of many of the people here with us today -- I signed into law a Crime Bill that was the first of its kind. A comprehensive crime bill that funded local solutions to local problems and embraced the promising practice of community policing. A bill that took on the gun lobby by banning assault weapons ... and that demanded tougher punishments for the toughest criminals.

Above all, it was a crime bill that brought our laws back in line with our oldest values -- requiring all of us to take responsibility, at every level of government, in every community in America, to prevent crime and protect our families.

Today, we know our strategy is working. Thanks to the efforts of law enforcement and local residents, our success has been nothing short of remarkable. The murder rate is down to its lowest level in 30 years. Violent crime has dropped by 20% in the last six years alone. And in many smaller ways -- reducing crimes like vandalism and littering that undermine our quality of life -- we are beginning to repair our social fabric and restore civility to our everyday lives.

There are many reasons for our success. One of the biggest factors has been the Brady Bill, which has stopped over 250,000 illegal handgun sales to felons and fugitives. The assault weapons ban has helped. So have tougher penalties and the waning of the devastating crack

epidemic.

But police chiefs, politicians, and people on the street will all tell you that the most important factor in our progress has been community policing. Where police officers used to cruise anonymously through the streets, community police officers walk the beat. They become involved in the lives of the people they protect -- and involve those people in the fight against crime.

Community policing has worked miracles in places like Boston, Chicago, and San Diego, where violent crime was out of control and law abiding citizens mistrusted police as much as they feared drug gangs. Now, in those cities and communities all over the country, residents work together with police, forming neighborhood watches, banding together against drug dealers, and building the connections that are the core of community life and the heart of civil society.

When I signed the Crime Bill, I pledged to help communities all over America fund 100,000 community police officers by the year 2000 -- and today, we are fulfilling that pledge.

Since 1994, our COPS program has funded 99,000 new police officers -- and over half are already on the beat. Today, I am pleased to announce the latest COPS grants -- over \$96 million to more than 500 communities -- bringing us to over 100,000 community police officers funded, ahead of schedule and under budget.

The results are in: More police and fewer guns equals less crime. By funding 100,000 community police, we have made the thin blue line thicker, and America is safer as a result.

But you and I know that our job is far from finished. Last week, I sent new legislation to Congress that will close the loopholes in our gun laws, raise the age of handgun ownership from 18 to 21, and hold adults liable for recklessly keeping guns and ammunition within the reach of children.

Today, I will send to Congress a new Crime Bill for the 21st Century. This bill builds on the successes of the 1994 Crime Bill. We know what works; and we should make certain that those efforts continue and are expanded. We know, as well, that crime remains stubbornly high in too many communities -- and therefore, the next stage of our crime-fighting strategy must focus with renewed intensity on those high-crime areas. We must break the cycle of violence on our meanest streets. Finally, we know that we face new threats -- many of them ushered in by the information age -- that require new responses.

First, and most important, my bill will expand the remarkably successful COPS program, helping communities hire up to 50,000 more police officers -- especially those communities hardest hit by crime. It will also help them to hire local prosecutors who work much as community police officers do -- in the neighborhoods where they make the biggest

difference. My bill will also give police the 21st Century tools they need to fight criminals who are increasingly using technology to commit crimes and avoid capture.

And my bill will provide grants to help communities engage schools, faith-based groups, and citizens themselves in restoring peace to our neighborhoods. School districts can use these grants to prevent the tragedies that have shaken communities from Jonesboro to Littleton.

The second important thing my bill will do is help steer young people away from crime and gangs by strengthening anti-truancy and mentoring programs, and crack down on gang members who intimidate witnesses.

Third, my bill will help break the cycle of crime and drugs. Three out of four people in our criminal justice system have drug problems. If we can help treat those drug problems, we can cut the crime rate dramatically. My crime bill says to prisoners: If you stay on drugs, you have to stay behind bars. And to those on parole: If you want to keep your freedom, you must stay free of drugs.

Fourth, my crime bill will do more to protect our most vulnerable citizens. It will punish retirement rip-off artists, nursing home operators who abuse and neglect their residents, and telemarketers who prey on older Americans. It will toughen penalties for people who commit violent crimes in the presence of children, and reauthorize the Violence Against Women Act.

Finally, my crime bill will strengthen our efforts to combat international crime and terrorism. The threat of weapons of mass destruction is real and increasing in an age of technological change and open borders. My bill will make it a federal crime to possess the biological agents used in such weapons without a legitimate, peaceful purpose.

This is the kind of comprehensive approach that has brought the crime rate down for six years in a row -- and this is the kind of tough, smart approach we need in the 21st Century. I am pleased that so many Democratic members of Congress are committed to move this agenda forward this year -- and I look forward to working with members of both parties to protect our families and make our communities safe.

Now, as you all know, this is Police Week -- the time of year we pay tribute to our nation's law enforcement officers. We all know that without your courage, your commitment, and your ability to meet the challenge of changing times, we would not be here today. So it is fitting that our next speaker is a young community police officer from the Wilmington Delaware Police Department, funded through our COPS program, who truly represents the changing face of policing in America.

Officer Hall was a 5th grade teacher when he decided to become a police officer, but he still finds time to be a mentor to at-risk young people, and he takes every chance he can to talk to children about how they can protect themselves from crime. Ladies and gentleman, a community police officer for the 21st Century -- Officer Jonathan Hall.

[Following the program, the President will return to the podium to conclude]

I hope that what we have heard today sends a loud message to every corner of America: We will work together to do whatever it takes to fight crime and keep our families safe. Thank you all for coming.

Crim -
100,000 cops

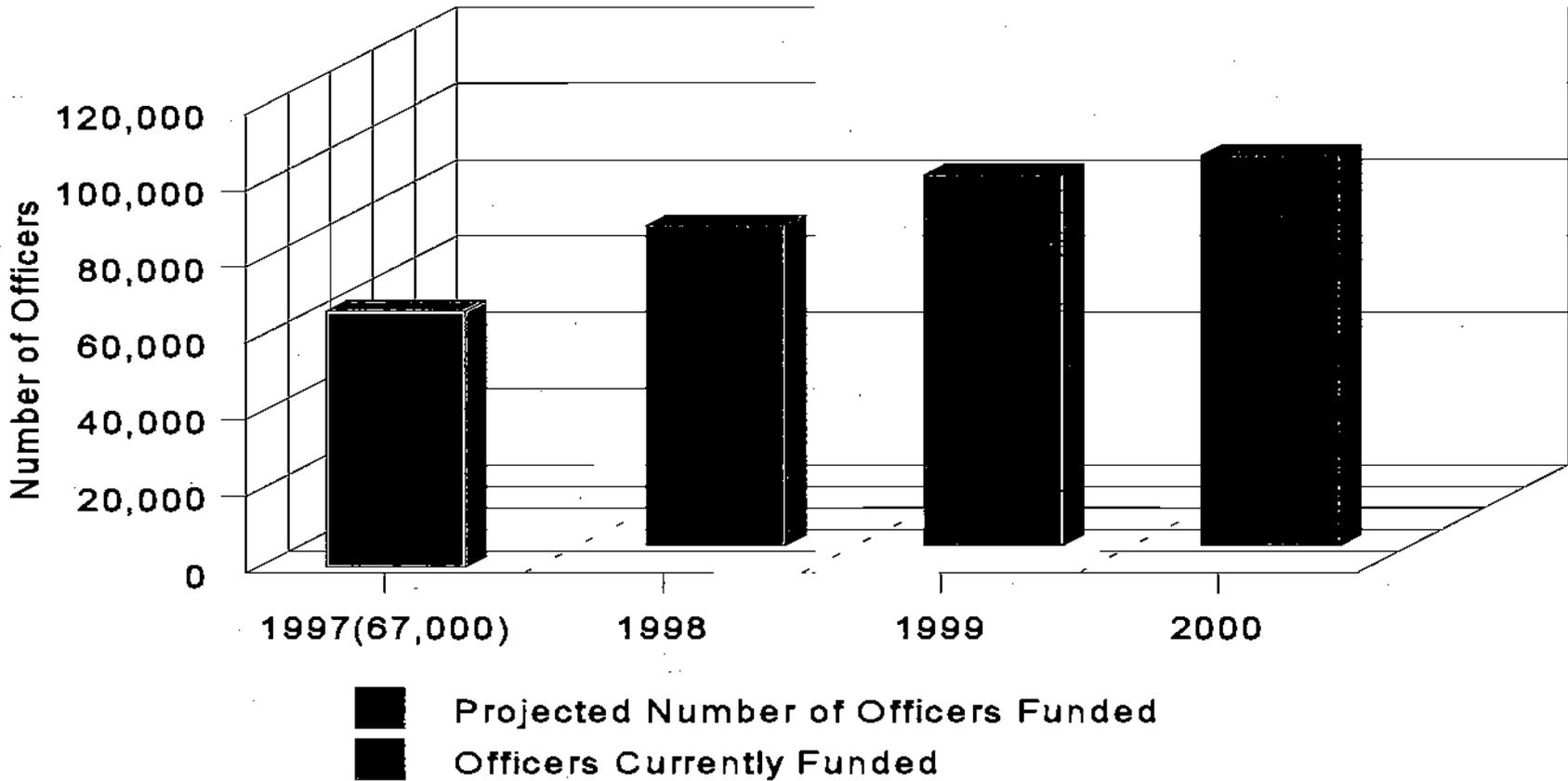
The COPS Office: on Track to 100,000

Where we are now &
How we intend to meet our goal

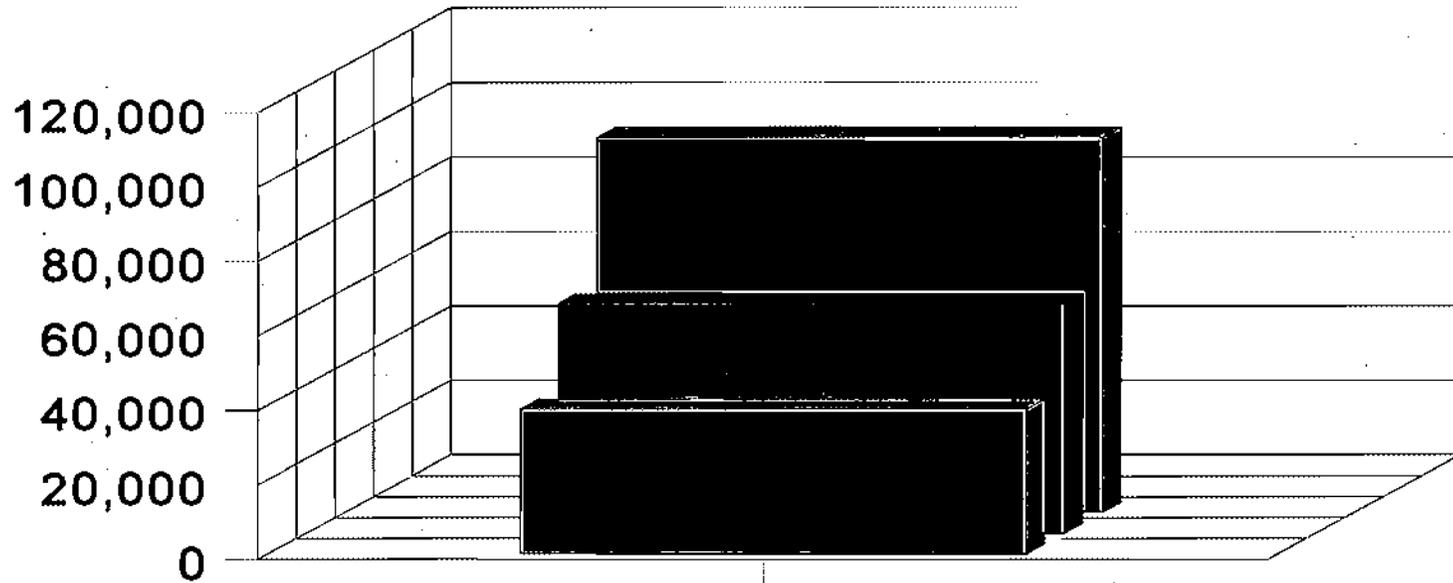
January 14, 1998

Overview and Projections

Year	Current Projection
1998	82,274
1999	95,684
2000	100,771



UHP and MORE



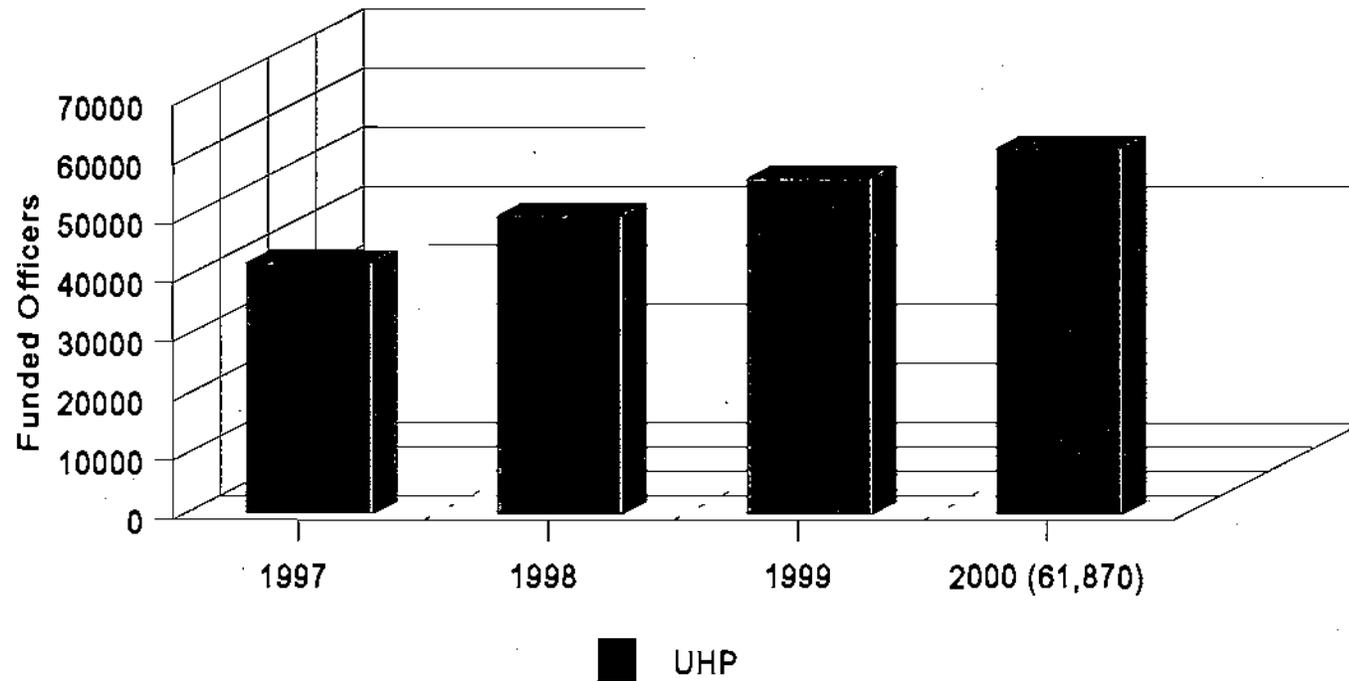
UHP/MORE Projected Funding

- Total Projection for 2000 (100,771)
- UHP (61,870)
- MORE (38,901)

UHP Projections

Year	1997	1998	1999	2000
UHP Cumulative Total	42,493	50,435	56,788	61,870

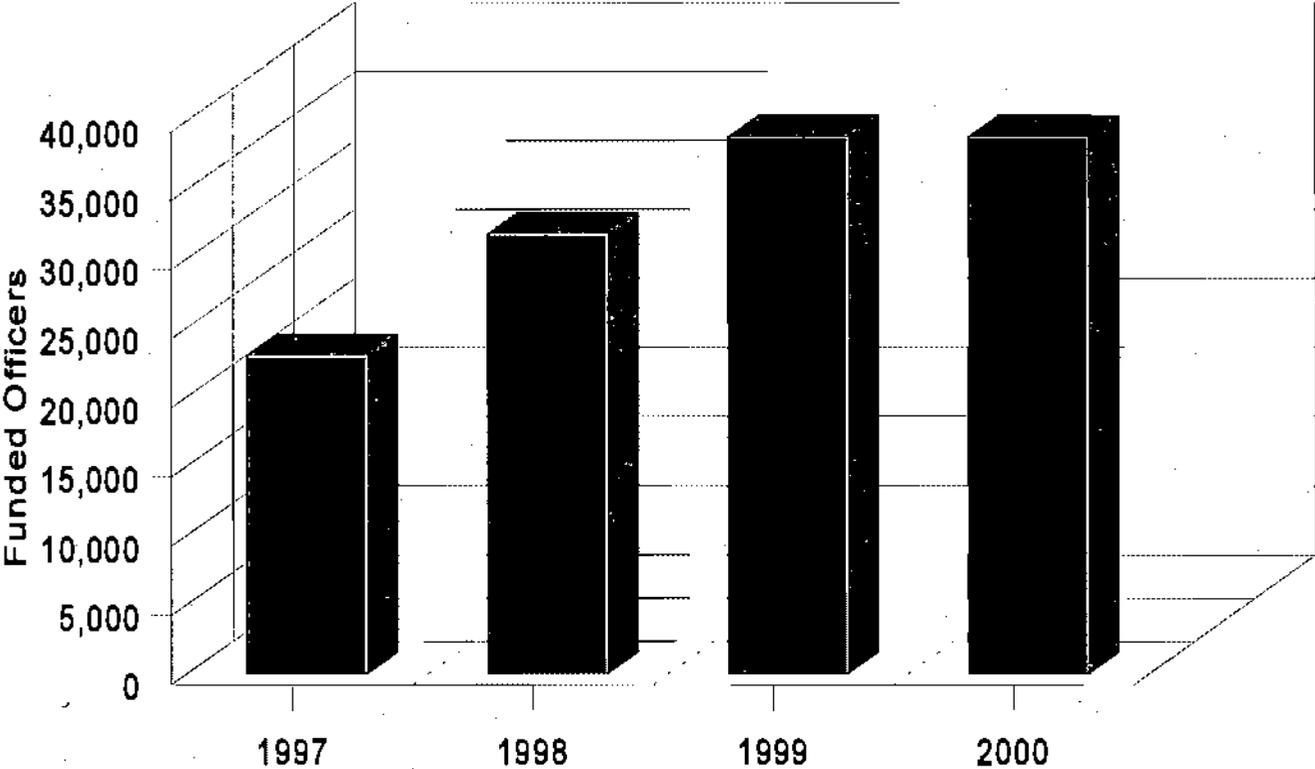
UHP Projections Through 2000



MORE Projections

Year	1997	1998	1999	2000
MORE Cumulative Total	23,011	31,839	38,901	0

MORE Projections Through 2000



Crime -
100,000 cops



U.S. Department of Justice

Office of Community Oriented Policing Services (COPS)

Communications Division
1100 Vermont Avenue, NW
Washington, DC 20530

TO: José/Leanne
FAX NUMBER: 456-7028
FROM: JIM SWEENEY

Tel: (202) 616-1728
Fax: (202) 616-5899

DATE: 12/18/87

Number of Pages (including cover):

Message: John Hart + I wanted to get this set of talking points over to you. We will send over a bibliography of positive newsclips shortly.

* To: RALPH, BRUCE, ELENA *

Re: JOSE

RE: TALKING PTS. BY COPS OFFICE ON RETENTION + IN RESPONSE TO WASHINGTON TIMES ARTICLE

NB: NACOP IS AN NRA - Funded (affiliated) police group.

Retention Talking Points

Background: On December 17, 1997, a group calling themselves the National Association of Chiefs of Police issued a press release claiming that most communities across America will not be able to retain COPS-funded officers. This is just one of many erroneous statements in the release.

Facts:

- The National Association of Chiefs of Police has no legitimacy. Anyone in law enforcement will tell you that this operation does not in any way speak for America's police chiefs or law enforcement.
- None of the remarks made in this press release is backed up by any statistics or has any basis in fact.
- Over 10,000 jurisdictions have received funding to add cops and they agreed to make a good-faith effort to plan in advance for the day that the grant runs out. And we believe that the vast majority of police chiefs and sheriffs will do just that.
- Numerous progress reports, monitoring efforts and external evaluations indicate that police and sheriffs have a plan in place or are working on one to retain these additional officers. In just one example, a recent Akron Beacon Journal survey found that 44 out of 45 Northern Ohio jurisdictions are indeed working to retain their officers.
- The assertion that COPS is going to sue anyone in the "next few months" is completely groundless. The COPS Office takes its retention requirement very seriously. However, if a department does indicate that, despite its good faith efforts, it will be unable to retain officers after the grant term, we will work in partnership with them on a case-by-case basis to help keep these officers.
- At the direction of Congress, COPS will be providing additional funding for those small jurisdictions that are most at-risk. Our partnership and this additional funding will go a long way toward helping these agencies retain their new cops.
- To date, the COPS Office has funded more than 66,000 additional officers, with more than 30,000 of these already on the streets and in our neighborhoods. These additional COPS-funded officers are having a major impact across the U.S. Crime is down. And the preliminary numbers for the first six months of 1997 show that the unprecedented decline continues. As Attorney General Reno said in September, the 1994 Crime Act, these COPS-funded officers and community policing are a big reason why.

AP x7233 rw usnws police-chiefs

12-17 9:56a

Police Chiefs See Loss of Most of 100,000 New Positions

To: National Desk

Contact: Morton Feldman, 202-293-9088, or

Paul Scott Abbott, 954-962-2503 or (pager) 305-277-1065

(24 hours)

WASHINGTON, Dec. 17 /U.S. Newswire/ -- Most of the 100,000 new law enforcement officer positions created through federal community policing grants are beginning to disappear as localities are unable to continue to fund them, according to the executive vice president of the National Association of Chiefs of Police.

"The dollars simply are not there," said Morton Feldman, executive vice president of NACOP, a not-for-profit organization of more than 11,000 command-rank officers throughout the United States. "Most departments that at this time in 1994 got the first round of the three-year grants are finding they are unable to maintain funding for the positions."

The net result, according to Feldman, will be that, by the exhaustion of all federal community policing grant funds in late 1999, the national contingent of sworn officers with city, county and state agencies will return to approximately the same total of 554,000 in place in September 1994.

"Basically, we're going to be right back where we started from," Feldman said.

While localities were required to promise to maintain newly created community policing positions for which they accepted federal funds, the grant program provided no mechanism for continued funding.

"Departments have a few options," Feldman said. "In most cases, it seems the situation is being handled by not refilling other officer positions that become vacant by way of retirement and attrition. In far fewer instances, other public or even private funds are being used to save the positions, even though this might mean raising local taxes. And a number of localities are 'crying poor' and seeking exemptions from the retention requirement."

If a locality does not maintain a community policing position for which it took federal money, it can be held responsible for repaying the federal government the \$25,000 per position per year that it received. Feldman said he expects the first legal battle on that issue to take place within the next few months.

Furthermore, according to Feldman, even the \$25,000 annual grant sum per position only covered about 38 percent of the actual cost of putting a new officer on the street. He cited a report from the U.S. Department of Justice's Bureau of Justice Statistics that shows the median operating expenditure per local, county and state officer -- including salary, benefits, equipment and other costs -- to be \$66,500 a year.

"When it was announced as part of the Crime Bill of 1994, the community policing grants were presented as a saving grace that would greatly increase the nation's ability to prevent and fight crime," Feldman said. "The reality is that it's not winding up saving nearly the impact it was touted to have."

"As we reduce those positions for lack of funds, we predict crime will rise," Feldman added. "Already in the first half of this year, police line-of-duty deaths increased 1.8 percent."

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[department&justice]

Crime - 100,000 caps

FBI

Cover 100,000 caps

9-29-97

THE WHITE HOUSE
WASHINGTON

RAHM / BRUCE / ELENA :

ATTACHED PLEASE FIND
DOJ'S PROPOSED "FIX" FOR
THE COPS PROGRAM. AS
I MENTIONED TO BRUCE +
ELENA, I THINK IT'S A
GOOD COMPROMISE + WILL
HELP US GET MORE APPLICATIONS
FROM BIG CITIES AGAIN - AS
WELL AS "CURE" SOME OF
THE CONCERNS THAT CERTAIN
SENATORS HAVE W/ EXPIRING
GRANTS IN SMALLER JURISDICTIONS.
I'VE ASKED OMB TO DOUBLE-CHECK
THE \$S + REVIEW.

Joe'



U.S. Department of Justice

Office of Community Oriented Policing Services (COPS)

Office of the Director

Washington, D.C. 20530

September 9, 1997

MEMORANDUM FOR THE ATTORNEY GENERAL

THROUGH: THE DEPUTY ATTORNEY GENERAL

THROUGH: THE ACTING ASSOCIATE ATTORNEY GENERAL

FROM: JOSEPH E. BRANN, DIRECTOR *JB*

SUBJECT: Alternatives for UHP modifications

TIMETABLE: As soon as possible

SYNOPSIS: In order to address both Congressional concerns about expiring grants, and a shortage of applications from larger/higher-salary jurisdictions, COPS proposes to lift the \$75,000 per officer cap on hiring grants and make a fourth year of funding available.

DISCUSSION: As we discussed last month, the COPS Office has been working to address three major concerns:

- A decrease in applications for officers from agencies serving larger jurisdictions primarily (but many smaller jurisdictions as well);
- The resulting level of unobligated funds to carryover into FY '98 because of grant funds that are statutorily required to go to these larger agencies and which is unlikely to be applied for by September 30, 1997;
- Congressional interest in extending current grants beyond their original three-year term

After consideration of several options, the COPS Office

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presents this proposal for your review and approval. This proposal is the result of extensive internal analyses, as well as consultations with the Justice Management Division, the Office of Comptroller, and Congressional staff. Our analysis of the budgetary impact of the proposal has been reviewed and approved by JMD staff. In addition, we have had preliminary discussions with the Office of Justice Programs as to the possible impact of the proposed program change on the workload of the Office of the Comptroller. OJP's initial assessment is that the impact on workload would be limited.

RECOMMENDATION:

We recommend that you approve the attached proposal to OMB and the Congressional appropriators for a program change to (1) lift the \$75,000 per officer funding cap, and (2) make a fourth year of funding available on the specified conditions.

APPROVE

DISAPPROVE

OTHER

Concurring Components:

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Justice Management
Division

✓ Office of Justice
Programs

Attachment: Proposed UHP Program Modification

Proposed UHP Program Modification

To explore solutions to the three major concerns -- fewer applications from large jurisdictions, potential carry-over monies and Congressional interest in some level of additional funding to assist smaller jurisdictions -- the COPS Office considered several alternatives building upon the statutory flexibility to waive the \$75,000 per officer funding cap and/or the 75% federal share and to extend hiring grants for a fourth or fifth year. Although no alternative benefited every grantee in the program, the option described below is equitable to grantees of all sizes.

I. Proposal: Lift the \$75,000 per officer cap and provide a grant extension to grantees at a percentage of an agency's first-year salary cost

This approach relieves the significant inequity resulting from the current \$75,000 per officer for those agencies with higher salary and benefit costs and meets the Congressional interest in extending currently expiring grants.

Lifting the \$75,000 per officer cap enables all future grantees to receive a full 75% of three-year salary and benefit costs for a new officer. Large agencies with higher labor costs have indicated that the inequity imposed by the cap has kept them from participating, and this program change should increase applications from this group. This proposed change previously was presented to, and rejected by, Congressional appropriators. Their objection, however, focused on the fact that the proposal did not address the needs of small jurisdictions.

Accordingly, we anticipate this proposal would receive far more congressional support if packaged along with a grant extension for fourth year funding. We propose that grantees would receive 45% of their first-year salary level for the fourth year to assist current and prospective grantees in retaining COPS officers. Many of the smaller jurisdictions are contacting their Members of Congress expressing concern over grants that are near expiration. One final year of funding would address these concerns as well as bolster COPS' interest in the retention of officers. Pegging renewal funding at a percentage of the grantee's actual salary cost avoids bestowing any windfalls that would result from a lump-sum renewal stipend.

We recognize that making available any renewal funding may inspire criticism that COPS is paying agencies to retain officers when they have already agreed to do so. In addition, providing a

fourth year of funding may create the appearance of an ongoing entitlement to federal support and feed requests for a fifth year. Nevertheless, the need for some additional bridge funding while agencies are still in the process of expanding their community policing efforts is understandable, and we have drawn renewal criteria to ensure that only agencies that have utilized their grants properly and are truly committed to long-term retention receive the additional funds.

A. Conditions for Renewal

To be considered for a grant renewal, a grantee would be required to meet the following conditions:¹

- Submission and approval of all progress reports that demonstrate satisfactory implementation of community policing,
- Satisfaction of all special conditions of existing grants,
- Submission and approval of retention plans, and
- Where required, submission of an independent audit report that shows grant funds properly used to date; or
- If the grantee is not required to submit an audit, submission of a certification documenting that the number of sworn officers has increased at least by the number of grant-funded officers over the term of the grant.

B. Budgetary Analysis

If grant extensions are available prospectively only to future grantees, there would not be a budgetary shortfall in currently anticipated future appropriations. The cost of this option, as compared to our current UHP formula, would be a reduction of 7,770 officers. Nonetheless, because other aspects of the program have remained under budget, this option would still allow the COPS Office to attain its goal of 100,000 officers by FY 2000. We would reach 100,201 officers in the year 2000 within anticipated appropriations. However, given the strong demand for grant renewals of currently expiring grants, this option is not a realistic one.

¹ It also should be noted that there will be some grantees who will not qualify for these modifications, providing some cushion for our budget estimates. For example, those who have not met training and technical assistance special conditions or those failing to file progress reports.

If grant extensions were made available to both current and future grantees, COPS would require \$637 million over currently anticipated appropriations to reach the 100,000 officer level. Without that additional funding, we project that COPS would finish FY 2000 with a total of 94,145 cops.

However, if grant extensions were made available to both current and future grantees and assuming COPS MORE funding was raised from 10% to 20% for FY '98-00, there would not be a budgetary shortfall. The cost of this option, as compared to our current UHP formula, would be a reduction of 7,461 officers. Because of the cost-effectiveness of COPS MORE compared to direct hiring grants, this option would still allow the COPS Office to attain its goal of 100,000 officers by FY 2000. We would reach 100,510 officers in the year 2000, within anticipated appropriations.

The Senate-passed version of the Commerce-Justice-State appropriations bill included a provision increasing COPS MORE to 20% in FY '97, '98, '99, and '00. In offering the amendment, Senator Biden emphasized not only the popularity of the COPS MORE program but the several hundred million dollars that would be saved and could be applied to additional funding for grant extensions to current grantees. While the House of Representatives has no similar provision in their committee-passed bill, and one is not likely to be added during House floor consideration, Senate staff believes that there is a good chance the conference committee will approve this provision.