



American Recovery and Reinvestment Act of 2009

Office of Community Oriented Policing Services

Program-Specific Plan for  
Management of Recovery Act Funds

May 15, 2009

## **INTRODUCTION**

The Department of Justice's (Department) Office of Community Oriented Policing Services (COPS) received \$1 billion of the Federal aid issued through the American Recovery and Reinvestment Act of 2009 (Recovery Act). The Act provides funding to the COPS Hiring Recovery Program (CHRP) in the form of grants for hiring, as well as rehiring, additional career law enforcement officers. CHRP grants will provide 100 percent funding for approved entry-level salaries and benefits for 3 years (36 months) for newly-hired, full-time sworn officer positions or for rehired officers who have been laid off, or are scheduled to be laid off on a future date, as a result of local budget cuts. There is no cap on the number of positions an agency may request, but funds are limited to available funding.

## **PURPOSE**

This document serves as the COPS Office's plan for implementing the requirements of the Recovery Act and managing the funding received through the Act. As required by Office of Management and Budget (OMB) guidance, *Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009*, each agency receiving Recovery Act funds must submit program-specific plans detailing the implementation strategy specific to the programs funded through the Act. The purpose of these plans is to assist in the achievement of program-specific objectives, as well as the following broad Recovery Act objectives:

- Funds are awarded and distributed in a prompt, fair, and reasonable manner;
- The recipients and uses of all funds are transparent to the public, and the public benefits of these funds are reported clearly, accurately, and in a timely manner;
- Funds are used for authorized purposes, and the potential for fraud, waste, error, and abuse are mitigated;
- Projects funded through the Act avoid unnecessary delays and cost overruns; and
- Program goals are achieved, including specific program outcomes and improved results on broader economic indicators.

This Program-Specific Plan sets forth the key aspects of CHRP, such as program objectives, type of financial awards, planned milestones, and methods and tools for ensuring transparency and accountability, carrying out monitoring and evaluation activities, and measuring performance. This plan supplements the Department's *Agency Plan for Management of Recovery Act Funds*, which addresses the following key accountability mechanisms:

- Governance Structure
- Communications Strategy
- Risk Identification and Management
- Internal Control Assessment
- Performance Monitoring
- Corrective Action Implementation

## **PROGRAM OBJECTIVES AND ACTIVITIES**

CHRP provides funding directly to state, local, and tribal law enforcement agencies to hire and/or rehire career law enforcement officers in an effort to create and preserve jobs and increase community policing capacity and crime-prevention efforts. The CHRP funding supplements existing COPS Office programs.

The COPS Office was created through the Violent Crime Control and Law Enforcement Act of 1994. The mission of the COPS Office is to advance the practice of community policing as an effective strategy to improve public safety. Moving from a reactive to proactive role, community policing represents a shift from more traditional law enforcement practices. By addressing the root causes of criminal and disorderly behavior, rather than simply responding to crimes once they have been committed, community policing concentrates on preventing both crime and the atmosphere of fear it creates. Additionally, community policing encourages the use of crime-fighting technology and operational strategies and the development of mutually beneficial relationships between law enforcement and the community. By earning the trust of the members of their communities and making those individuals stakeholders in their own safety, law enforcement can better understand and address the needs of communities and the factors that contribute to crime.

CHRP provides additional opportunities for career law enforcement officers to engage in community policing strategies. Community policing strategies strengthen partnerships for safer communities and enhance law enforcement's capacity to prevent, solve, and control crime. The only types of projects to be performed under CHRP will be the hiring and rehiring of sworn officers.

### **FINANCIAL AWARDS – RECIPIENTS AND BENEFICIARIES**

The COPS Office will distribute financial awards through CHRP in the form of project grants. All grants are competitive and will be awarded to tribal, state, and local law enforcement agencies to hire and/or rehire career law enforcement officers. Funding decisions will be based on applicant responses to economic, crime, and community policing factors.

### **PLANNED MILESTONES**

The following table provides the planned completion dates for the significant activities associated with the COPS Office's distribution of Recovery Act funds.

<b>Significant Activities</b>	<b>Planned Completion Dates</b>
CHRP Application Solicitation Released	03/16/2009
CHRP Application Deadline	04/14/2009
CHRP Application Review and Scoring	07/31/2009
CHRP Grant Awards Completed	09/30/2009
CHRP Officer Hiring/Rehiring Begins	12/31/2009

### **MEASURES**

The COPS Office will use the following measures to track the program's progress against achievement of Recovery Act and program-specific objectives. The COPS Director will be accountable for each of these measures.

- *Average community policing capacity implementation rating (0 to 100) of CHRP grantees.* One of the key measures COPS Office management will use to evaluate the program is the average community policing capacity implementation rating of CHRP grantees. COPS management has asked an independent research firm to conduct a survey to determine how COPS grants have increased grantee agencies' capacity to implement community policing strategies. Each survey will produce a rating, which will be on a scale of 0 to 100 points, with 100 being the most favorable rating. Grantees will be asked to answer questions related to how

CHRP grants have increased their agency's capacity to implement community policing strategies with regard to the three primary elements of community policing: (1) developing community/law enforcement partnerships, (2) problem-solving, and (3) organizational change. This outcome will be measured on an annual basis, and an increase in the rating is anticipated. The target rating for FY 2010 is 74.8.

- *Number of new jobs created (number of newly hired sworn officer positions).*  
A newly hired sworn officer is an additional career law enforcement officer hired using Recovery Act funds. This officer is over and above the number of officer positions that a grantee would otherwise fund or redeploy in the absence of the CHRP grant award. This outcome will be measured quarterly, and an initial increase in jobs created is expected. The number of jobs created is anticipated to be 4,000.
- *Number of jobs preserved (number of rehired sworn officer positions).*  
A rehired sworn officer is either an already laid-off career law enforcement officer that is being rehired with Recovery Act funds or an officer that is scheduled to be laid off, but will not be, due to a CHRP grant award. This outcome will be measured quarterly, and an initial increase in jobs preserved is expected. The number of jobs preserved is anticipated to be 1,500.

## **MONITORING AND EVALUATION**

Grant monitoring and evaluation are critical aspects of all COPS grant programs. Through the annual assessment for OMB Circular A-123 compliance, management evaluates and tests key internal controls related to grants processing. Grants processing includes the procedures the COPS Office uses to evaluate applications and award grants, ongoing oversight of grantee activities and reporting, and the close out of individual grants. The COPS Office is committed to improving business processes through ongoing evaluation and process enhancement efforts.

The COPS Office manages performance risk in multiple ways. Various types of risk assessments are performed at the overall program level, as well as at the individual grantee level. A CHRP Coordination Workgroup, which is comprised of senior-level COPS employees, has also been established. This group discusses and makes recommendations to the COPS Executive Management Team on program performance. The COPS Office has a progress reporting system that will be used to document grantees' use of funds. The COPS Office is currently updating its grant monitoring strategy for CHRP, and is also working with the Office of Justice Program's Office of Assessment, Audit, and Management to ensure implementation of a consistent grants monitoring approach across the Department.

## **TRANSPARENCY, ACCOUNTABILITY, AND BARRIERS TO EFFECTIVE IMPLEMENTATION**

COPS Office management is committed to achieving both the transparency and accountability objectives of the Recovery Act. To facilitate transparency, the COPS Office established unique accounting codes so that its Recovery Act-funded obligations can be easily distinguished in the Department's Financial Management Information System (FMIS2) from obligations funded by other appropriations. In addition, the COPS Office will assign grant numbers for Recovery Act awards that have unique identifying information to indicate Recovery Act funding. The Department's Justice Management Division (JMD) Finance staff is coordinating all program cost reporting to the public. The COPS Office will compile grantee performance data and route it through JMD for posting on Recovery.gov. In addition, the COPS Office will report data aggregated through program outcome measurements in its Congressional budget submissions.

The COPS Office considers accountability for Recovery Act funds a critical aspect of program management. The Office intends to include a measure, commensurate with each staff member's Recovery Act responsibilities, in employee performance plans. The COPS Office will evaluate employee performance based on taxpayer value, accountability for achievement of Recovery Act and program-specific objectives, and organizational results.

The COPS Office has taken steps to mitigate the additional risks attributed to its increased workload by reviewing and enhancing, where necessary, its business process controls covering Recovery Act funding. In addition, as part of its ongoing risk management process, the COPS Office intends to successfully manage increased responsibilities related to grants oversight and monitoring by coordinating with and leveraging the efforts of other Departmental internal review and oversight organizations.

### **FEDERAL INFRASTRUCTURE INVESTMENT REQUIREMENTS**

The Recovery Act imposes numerous requirements on funds used for infrastructure investments. Since the COPS-awarded grants are to be used for salaries, management does not anticipate that any Recovery Act funding distributed through CHRP will be affected by these requirements. Nonetheless, COPS management will work with Departmental organizations, such as JMD's Facilities Staff, to ensure that, if any concerns related to these requirements arise, grant agreements will be modified appropriately.