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# National Evaluation of the Local Law Enforcement Block Grant Program

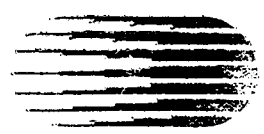
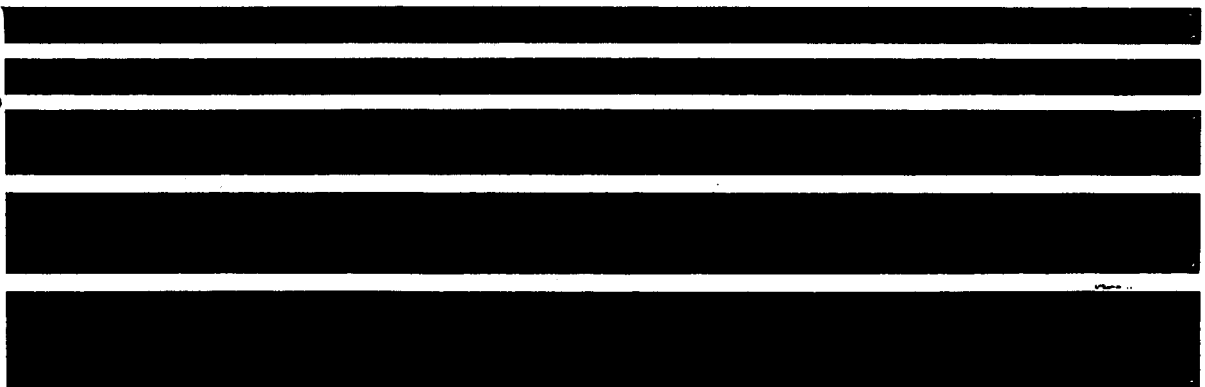
## PHASE ONE FINAL REPORT

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March 2001

National Institute of Justice

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**COSMOS**  
CORPORATION

The final report, however, is the sole responsibility of the COSMOS team. Major contributions were made by Robert Yin, Ph.D. (project director), Antony Pate, and Dawn Kim. Numerous other key COSMOS staff contributed to this report, including David Sheppard, Ph.D., Emily Warner, Michael Cannon, Margaret K. Gwaltney, M.B.A., Elizabeth Lintz, and Pamela Schaal. COSMOS's production staff, led by Tonia Quintanilla, made the text and exhibits clean and clear.

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## Executive Summary

COSMOS Corporation and its subcontractor Westat were selected by the National Institute of Justice to conduct a National Evaluation of the Local Law Enforcement Block Grant (LLEBG) Program in 1997. Because the program was in its early stages, the evaluation questions were deliberately selected to cover the startup phases of the program:

- How were the program's procedures implemented by the grantees, including mandated decisionmaking such as the use of public hearings (discussed in Section 1 of this report)?
- What was the grantees' reaction to the LLEBG application and reporting process (and in particular the electronic processes), and what were the views stated by non-applicants (discussed in Section 3 of this report)?
- What is the profile of the grantees and how have they used the LLEBG funds (discussed in Section 4 of this report)?
- What types of innovative practices are claimed by the grantees, and how do the innovative practices operate (discussed in Section 5 of this report)?

To address these questions, the evaluation team collected data in three ways: through a review of LLEBG grant records; through fax surveys of and in-depth telephone interviews with LLEBG grantees; and through site visits to LLEBG grantees who claimed innovative uses of the funds. Appendix A contains the full methodology used to conduct the evaluation.

***Key Evaluation Findings.*** This report provides details on the results of these activities. Most striking, from among these results, was the following:

- A total of 232 of 236 respondents to a telephone survey indicated that they believed they were doing something innovative with the LLEBG funds;
- During visits to several sites, grantees were able to associate the LLEBG expenditures with specific programs or practices;



- Many of those programs and practices had specific goals with specified intended outcomes;
- Several LLEBG-funded projects had already begun to produce desired outputs (e.g., enhanced crime information systems) or outcomes (e.g., reductions in recorded crime);
- Many jurisdictions had “bundled” the LLEBG funds with those from other sources (e.g., Byrne, COPS) to create a synergistic effect; and
- In many cases, LLEBG funds were used as a catalyst to leverage other available resources that had more constraints on their use.

In other words, LLEBG funds often were found to have been used in innovative ways, to address clearly identified goals, and to produce specified outcomes in an accountable fashion. In some cases, these efforts had already begun to achieve desired outcomes. The project team did not expect to find such progress for several reasons:

- The evaluation focused on FY1996 and FY1997 awards. Because sites had 27 months in which to *expend* these funds, significant implementation was not expected to occur until well into the evaluation period;
- LLEBG grants had not been made with any of the explicit “outcome-oriented” expectations that characterize contemporary discretionary grant programs. In fact, there are far fewer restrictions on jurisdictions using LLEBG funding than are found in other grant programs; and
- For many jurisdictions, the LLEBG funds were fairly modest in size, reducing external expectations that significant outcomes could be achieved.

Because of these conditions, by design, the evaluation was not specifically focused on documenting or assessing outcomes. Rather, much of the data collection was directed at earlier stages in the LLEBG process—e.g., how funds were allocated and activities implemented in the first place. Therefore, the fact that several instances of outcome-based programs were discovered is all the more remarkable.

## 1. THE LLEBG PROGRAM

### 1.1 LLEBG AND OTHER FEDERAL PROGRAMS FOR STATE AND LOCAL LAW ENFORCEMENT

In 1996, Congress charged the Bureau of Justice Assistance (BJA) with administering the Local Law Enforcement Block Grant (LLEBG) Program, an initiative designed to provide funding to local general purpose governments for projects to reduce crime and improve public safety. The program originated the previous year as part of the Local Government Block Grant Act of 1995, but was not funded until the following session through the Omnibus Fiscal Year 1996 Appropriations Act (P.L. 104-134). Exhibit 1-1 shows the appropriations from Congress, the actual amount available for allocation to jurisdictions (after funds for project start-up and grants management had been allocated), and the number of eligible jurisdictions for the first four years of the award.

#### Exhibit 1-1

#### LLEBG APPROPRIATIONS AND JURISDICTIONS ELIGIBLE FOR AWARDS (1996-1999)

Fiscal Year Award	Public Law Number <sup>1,2</sup>	Appropriation (\$ in millions) <sup>1,2</sup>	Available for Allocation (\$ in millions)	Number of Eligible Jurisdictions
1996	104-134	503	424 <sup>3</sup>	3,193 <sup>4</sup>
1997	104-208	523	467 <sup>3</sup>	3,242 <sup>4</sup>
1998	105-119	523	485 <sup>5</sup>	3,382 <sup>5</sup>
1999	105-277	523	472 <sup>6</sup>	3,345 <sup>6</sup>

- Sources:
1. Local Law Enforcement Block Grants Program (CRS 97-87 GOV, 10/30/98).
  2. Federal Crime Control Assistance to State and Local Governments: Department of Justice (CRS Report for Congress [97-153 GOV, 2/24/98]).
  3. BJA (1997), *Local Law Enforcement Block Grants Program Guidance Manual*.
  4. BJA Eligibility Database for Fiscal Years 1996 and 1997 Awards (obtained March 1998).
  5. Fiscal Year 1998 Local Law Enforcement Block Grants Program, Allocation Table with State and Local Balances, June 11, 1998 ([www.ojp.usdoj.gov/bja/html/98stalloc.htm](http://www.ojp.usdoj.gov/bja/html/98stalloc.htm)).
  6. Fiscal Year 1999 State Awards, June 1, 1999 ([www.ojp.usdoj.gov/bja/html/99state.htm](http://www.ojp.usdoj.gov/bja/html/99state.htm)).

The LLEBG legislation was distinctive for a number of reasons. First, the program was designed to place few restrictions on local jurisdictions, specifying only general categories in which funds could be expended (see the description of program purpose areas later in this chapter). Without strict limitations on the use of funds, jurisdictions had an opportunity to explore locally-oriented initiatives or programs that they perhaps did not have the means to fund prior to the LLEBG program, rather than to follow federally-specified priorities. Second, unlike many grant programs, these funds were awarded directly to local jurisdictions. Third, although the funds were to support law enforcement and public safety measures, the eligible grantee was the local general purpose government, not the law enforcement agency (hence the “local” in “local law enforcement block grants”). Many jurisdictions did turn the administration of the program over to their law enforcement agencies, but the overall impact was to encourage collaboration among and between these agencies and other service agencies and community groups.

Finally, unlike most grants, jurisdictions were required to contribute only a 10 to 1 match (or 11.1% as opposed to the traditional 25% match associated with most federal grants). This low match requirement allowed a number of smaller jurisdictions to participate in the program. It also enabled some larger jurisdictions, whose law enforcement budgets are often determined well in advance of notice of any available grants, to meet the match requirement.

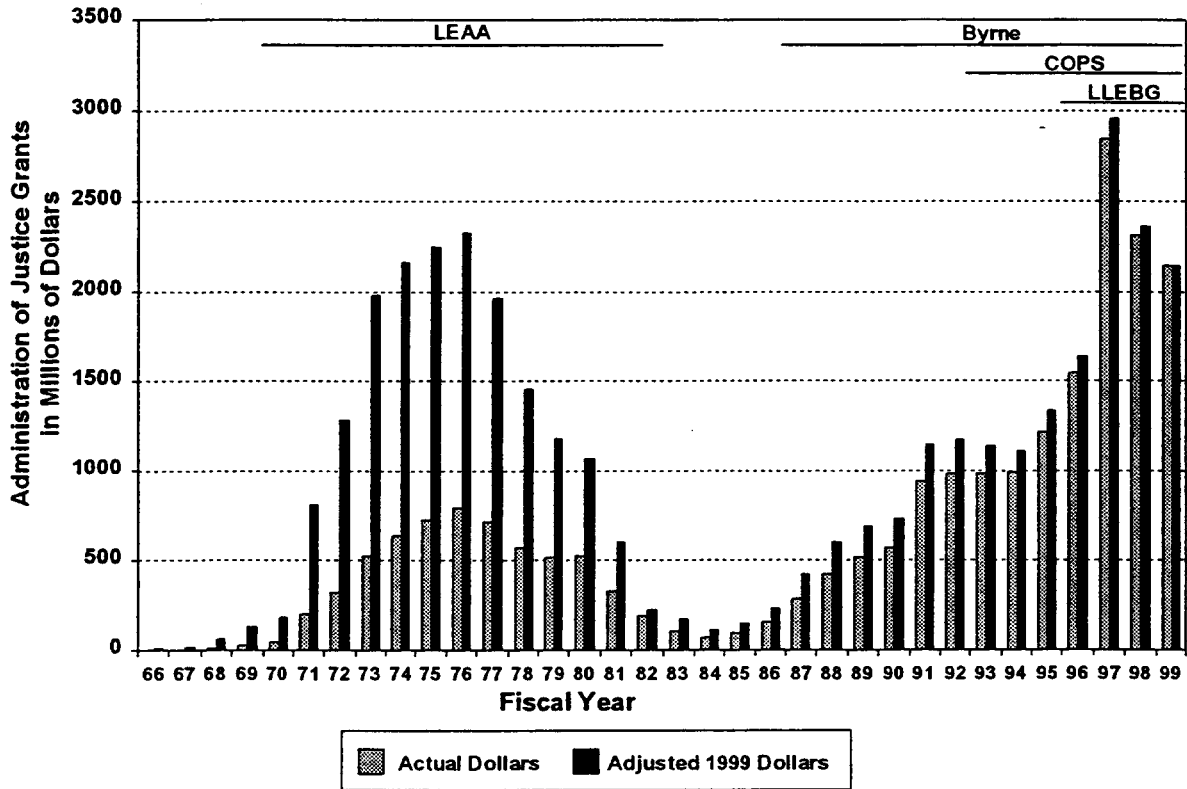
## **1.2 FEDERAL LAW ENFORCEMENT FUNDING**

Federal funding for law enforcement purposes first appeared with the Law Enforcement Assistance Act of 1965 (LEAA)—legislation that called for \$7 million in appropriations for criminal justice purposes. Over the last 30 years, the amount of federal funding for local law enforcement has fluctuated, particularly when the LEAA was discontinued (see Exhibit 1-2). Since the mid-1980s, however, federal funding has been on the rise, and within the last few years, funding has reached levels exceeding LEAA expenditures (adjusted to 1999 dollars).

Among these federally funded programs, the LLEBG is not the largest but has been a substantial source of the funds available for law enforcement over the last four years; LLEBG funds have comprised just under 20 percent of the federal grant funds available for local law enforcement since 1996. In addition, the limited restrictions have given jurisdictions greater flexibility in expenditures than other programs. Following is a brief description of some of the major sources of federal law enforcement funds for local jurisdictions. Exhibit 1-3 displays the total allocation amounts for each of the programs described.

Exhibit 1-2

FEDERAL "ADMINISTRATION OF JUSTICE" GRANTS  
TO STATE AND LOCAL GOVERNMENTS, 1966 - 1999



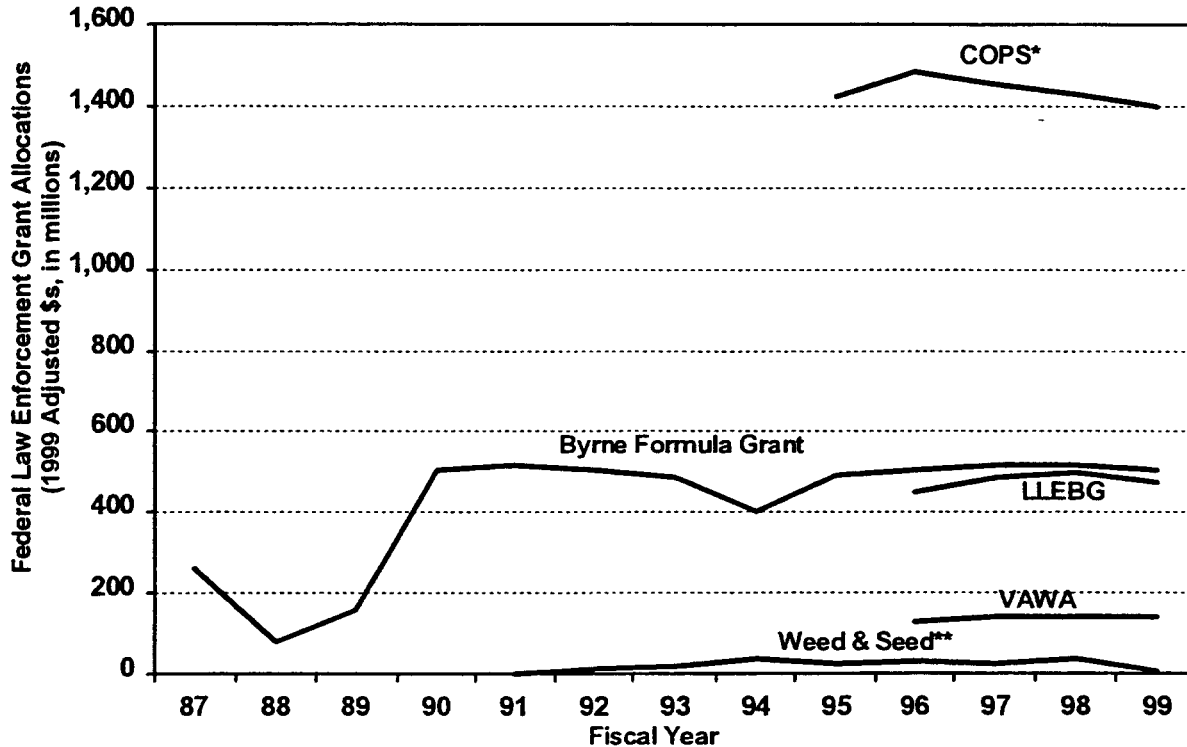
Source: "Table 12.2. Total Outlay for Grants to State and Local Governments by Function and Fund Group: 1940-2005," Historical Tables, Budget of the United States Government, Office of Management and Budget, <http://w3.access.gpo.gov/usbudget/fy2001/pdf/hist.pdf>, April 2000.

1.2.1 Edward Byrne Memorial State and Local Law Enforcement Assistance  
Formula Grant Program (Byrne Grants)

One of the largest federal grant programs providing funding for law enforcement purposes are the Byrne Grants. The Byrne Grants first provided funding in 1987 to State and local units of government to combat rising crime and violence. Jurisdictions are required to meet a 25 percent match requirement and to expend Byrne funds for personnel expansion and training, technical assistance, equipment, and information systems for the apprehension, prosecution, adjudication, detention, and rehabilitation of offenders. In addition, several congressional mandates required that States use some funding to establish a criminal justice records improvement plan, an immigration and naturalization plan, an HIV testing program for sex offenders, and a sex offender registry.

Exhibit 1-3

ALLOCATIONS FOR SELECTED FEDERAL LAW ENFORCEMENT GRANTS  
(\$ in millions)



\*Figures represent appropriations from Congress (amounts allocated to grantees were not available).

\*\*1991 through 1994 data are from the *National Evaluation of Weed & Seed Cross-Site Analysis*, National Institute of Justice, July 1997; while figures are primarily Weed & Seed Program Funds, they also may include funding from other sources (i.e., Byrne Discretionary Grant funds). Other Weed & Seed data were made available from the Executive Office of Weed & Seed.

1.2.2 Community Oriented Policing Service (COPS) Program

The COPS program was enacted to encourage the expansion of community policing, a law enforcement strategy that has been gaining popularity for a number of years. Although there are a multitude of definitions, Trojanowicz and Bucqueroux (1994, p. 2) define community policing as “a philosophy and an organizational strategy that promotes a new partnership between people and their police.” Funding for the COPS program was mostly designated for the hiring of additional officers, though grants also were available for improving technology (COPS MORE—Making Officer Redeployment Effective—grants) and promoting innovation. Appropriations of \$1.3 billion were first made in 1995. Local jurisdictions must contribute 25 percent in matching funds in order to receive the award.

### **1.2.3 Weed & Seed Program**

The Weed & Seed program was created to “‘weed out’ violent crime, gang activity, drug use, and drug trafficking in targeted neighborhoods and then ‘seed’ the target area by restoring these neighborhoods through social and economic revitalization” (Executive Office for Weed & Seed, 1999). The program offers grants focusing on four areas: law enforcement; community policing; prevention, intervention, and treatment; and neighborhood restoration.

### **1.2.4 Violence Against Women Act (VAWA Grant)**

States also have been eligible to receive Violence Against Women Act Grants, beginning in 1996. The funds are designated for use in training law enforcement or prosecutors; creating special units; creating new policies, protocols, and procedures; improving data collection and communications; funding victims services programs; addressing stalking complaints; and addressing the needs of Indian tribes. The program requires a 25 percent match from the recipients.

## **1.3 STATE AND LOCAL FUNDING FOR LAW ENFORCEMENT**

The federal contribution to local law enforcement activities through the programs listed above totalled over \$2 billion in 1999. Even though this amount is a substantial increase over the \$7 million first available from the federal government in 1965, it still represents a small portion of total law enforcement expenses. Exhibit 1-4 shows that federal justice assistance grants to state and local governments represent a small fraction of the total law enforcement expenditure. In 1995, the last year with comparable data, federal assistance was less than 2 percent of all law enforcement expenditures combined.

## **1.4 LLEBG'S PROGRAM PROCEDURES**

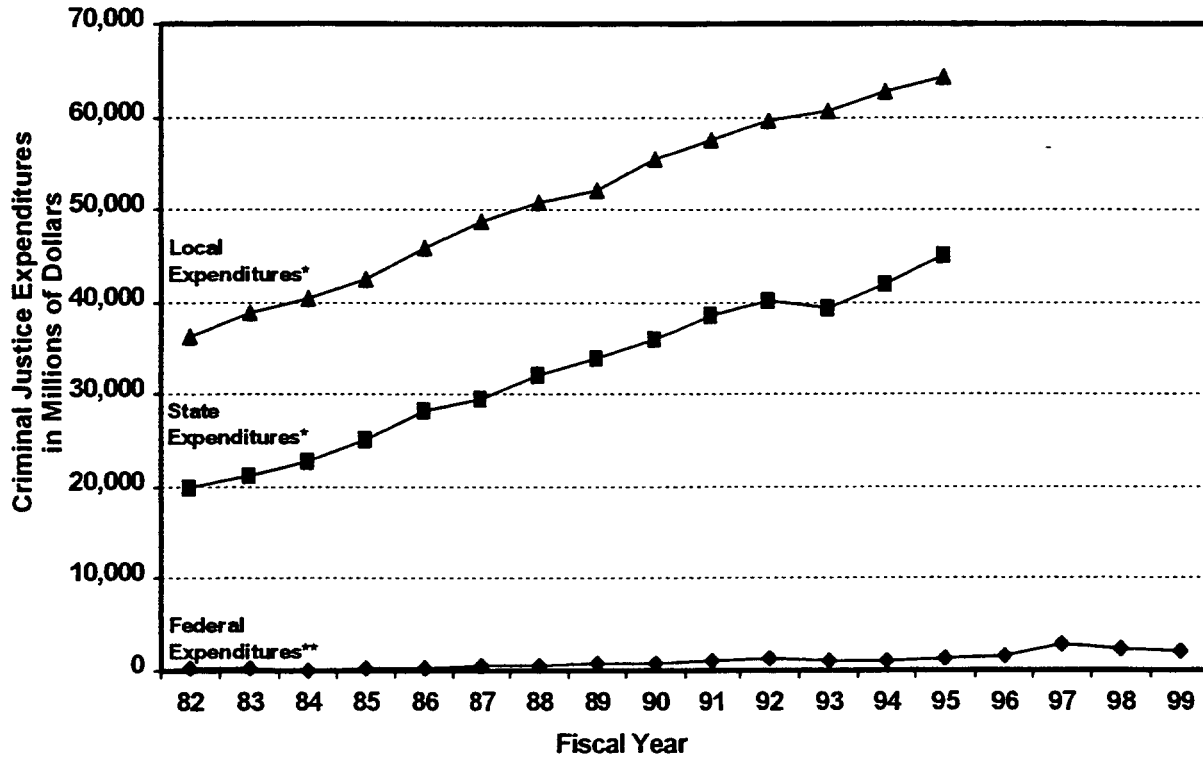
The following section contains a description of the LLEBG program in general and details the application and reporting processes and requirements.

### **1.4.1 Allocation Formula**

The LLEBG legislation called for the development of a formula to distribute \$424 million in 1996 and \$467 million in 1997 directly to local jurisdictions. Funds were set aside through a two-step procedure. First, each State received an amount proportionate to the State's average annual number of Part I violent crimes compared to the number

Exhibit 1-4

FEDERAL ASSISTANCE COMPARED TO STATE AND LOCAL CRIMINAL JUSTICE EXPENDITURES, 1982 - 1999



- \* Data were only available from a comparable source for 1982 to 1995 (Justice Expenditure and Employment in the United States, 1992 and 1995, Bureau of Justice Statistics).
- \*\* Source: "Table 12.2. Total Outlay for Grants to State and Local Governments by Function and Fund Group: 1940 - 2005," Historical Tables, Budget of the United States Government, Office of Management and Budget, <http://w3.access.gpo.gov/usbudget/fy2001/pdf/hist.pdf>, April 2000.

for all States, for the three most recent calendar years of data from the FBI. However, each State received a minimum award of .25 percent of the total amount available for distribution under the program.

Second, each local government's amount was proportionate to that jurisdiction's average annual number of Part I violent crimes compared to the number for all jurisdictions in that State, again for the three most recent calendar years.

When a local unit was eligible for at least \$10,000, the award was made directly to that local jurisdiction. For those whose allotment would have been less than \$10,000, the funds were given to the State to distribute either to State police departments that

provide law enforcement services to local governments, or to the local jurisdictions directly (*LLEBG Guidance Manual*).

The number of jurisdictions and the amount of money they received both experienced a slight increase in 1997. Exhibit 1-5 shows the number of jurisdictions receiving awards in each State and the amount for they received in 1996 and 1997.

#### **1.4.2 Funding Disparities**

The legislation detailing the LLEBG program outlines an appeal process for jurisdictions questioning the formula-driven award amounts in their area. Following is an example of a potential disparity in funding that could arise from the LLEBG formula:

City X had a high crime rate, and thus received a large award through the LLEBG formula. City X is located in County Y, which had a low crime rate and received a much smaller LLEBG award. However, while the crimes are occurring in City X, the cost for prosecuting and incarcerating the perpetrators is handled by County Y. County Y may argue that because it pays the prosecution and incarceration costs for those who committed a criminal act in City X, County Y should be entitled to some of the funds that City X received through the formula.

According to the legislation (Section 104.b.9), when potential funding disparities exist, the jurisdiction can request a review by the State attorney general. The State attorney general has to certify that the county bore more than 50 percent of prosecution or incarceration costs arising from Part I violent crimes reported by the municipality. The State attorney general then has to verify that the funding allocated under the LLEBG Program would threaten the efficient administration of justice within the county. If the attorney general finds both circumstances to be true, the jurisdictions involved are required to develop a joint spending plan. (State attorney general certifications for FY1996 were due on Sept. 20, 1996. The 1997 certifications were due on July 17, 1997.)

If the State attorney general chooses not to become involved in the process, BJA cannot intervene. The only mechanism established by the legislation for dealing with disparity issues is the process outlined above. BJA's role has been limited to accepting State attorney general certifications and reviewing joint spending plans for compliance.

There is no deadline for the submission of a joint spending plan, but no funds can be spent by the jurisdictions involved in the agreement until the joint spending plan is received by BJA.



**Exhibit 1-5**

**TOTAL NUMBER OF JURISDICTIONS RECEIVING LLEBG FUNDS  
AND AMOUNT OF AWARDS, BY STATE  
(1996 AND 1997)**

State	1996		1997	
	Number of Grantees	Total Award	Number of Grantees	Total Award
Alabama	66	6,548,591	73	6,158,729
Alaska	10	1,060,000	8	799,905
Arizona	40	5,931,631	44	6,750,399
Arkansas	34	2,905,649	39	2,907,480
California	361	71,630,749	366	81,092,476
Colorado	36	4,070,458	33	3,788,468
Connecticut	26	3,144,101	29	2,840,071
Delaware	10	1,060,000	7	627,640
Florida	173	34,060,551	193	36,812,091
Georgia	82	10,074,799	109	10,186,171
Hawaii	4	1,060,000	4	1,144,909
Idaho	21	1,041,576	16	731,652
Illinois	83	24,039,139	93	26,052,142
Indiana	48	6,014,098	50	5,868,784
Iowa	18	1,814,013	19	1,823,033
Kansas	26	2,644,286	25	2,257,958
Kentucky	71	4,227,382	41	3,133,340
Louisiana	63	9,302,221	72	9,745,480
Maine	22	1,023,803	18	701,643
Maryland	38	10,438,035	34	10,992,468
Massachusetts	89	9,907,314	103	9,853,423
Michigan	125	15,342,525	111	15,169,876
Minnesota	33	3,271,903	35	3,053,771
Mississippi	30	2,413,477	39	2,704,227
Missouri	53	8,298,766	58	8,006,289
Montana	30	1,076,732	25	907,738

**(Continued on next page)**

Exhibit 1-5 (Continued)

State	1996		1997	
	Number of Grantees	Total Award	Number of Grantees	Total Award
Nebraska	5	1,238,733	5	1,233,413
Nevada	10	2,460,615	10	3,106,619
New Hampshire	22	1,036,728	18	798,322
New Jersey	99	10,235,718	97	9,561,560
New Mexico	28	3,074,167	33	3,132,999
New York	109	41,083,190	105	39,733,100
North Carolina	118	9,084,690	144	10,008,831
North Dakota	19	1,058,412	18	1,056,678
Ohio	80	11,774,186	80	11,571,357
Oklahoma	39	4,180,181	58	4,263,724
Oregon	34	3,222,714	35	3,243,894
Pennsylvania	82	10,530,571	71	9,352,660
Rhode Island	14	1,045,356	14	1,007,513
South Carolina	86	6,926,660	93	7,665,016
South Dakota	9	1,060,000	10	1,022,696
Tennessee	57	8,183,005	51	8,409,533
Texas	179	27,295,088	219	27,749,063
Utah	18	1,201,857	21	1,145,167
Vermont	22	1,059,991	15	583,799
Virginia	43	4,814,075	48	4,509,770
Washington	61	5,851,395	59	5,755,839
West Virginia	20	965,064	13	662,800
Wisconsin	26	2,864,906	30	2,587,904
Wyoming	21	856,731	25	890,023
<b>Total</b>	<b>2,793</b>	<b>403,505,832</b>	<b>2,916</b>	<b>413,162,443</b>

Source: 1996 Application Database and 1997 Application Database; 1998 data were not available.

The first reporting form that requested information about jurisdictions meeting the disparity requirement is the Progress Information Form. Grantees are asked whether their jurisdiction was determined to be a disparate jurisdiction, whether a joint spending agreement was submitted to BJA, whether their jurisdiction was transferring funds to another jurisdiction or receiving funds from another jurisdiction, and how much of the

LLEBG funds were being transferred to or from another jurisdiction. Exhibit 1-6 shows that, among the jurisdictions reporting, few were involved in the transfer of funds due to disparity issues.

### Exhibit 1-6

#### JURISDICTIONS CERTIFIED AS DISPARATE BY STATE ATTORNEY GENERAL

PIF Reporting Period Ending:	1996 Jurisdictions				1997 Jurisdictions			
	Total Reporting	Disparate Jurisdictions			Total Reporting	Disparate Jurisdictions		
True		False	Missing Data	True		False	Missing Data	
12/31/96	1,415	81	1,208	126	49	2	36	11
6/30/97	1,708	91	1,513	104	58	1	55	2
12/31/97	603	28	557	18	664	33	610	21

Source: 1996 PIF and 1997 PIF

#### 1.4.3 Application Form

BJA notified jurisdictions by mail that they were eligible for a Local Law Enforcement Block Grant and asked them to complete an application form by late summer. The application was designed to be easy to use and require minimal effort from the respondent. Jurisdictions could either complete the application in hardcopy or by using a diskette provided by BJA.

The application asks for basic contact and financial information, including a request that jurisdictions fill in the amount for which they are eligible and the amount of matching funds secured. As noted previously, the legislation requires jurisdictions to match federal grant money 10 to 1. Exhibit 1-7 shows that nearly every jurisdiction made the exact match.

#### 1.4.4 Seven General Purpose Areas for Expenditure

The application also requires jurisdictions to indicate how they intend to use the funds. Jurisdictions are required to expend funds within seven general purpose areas, whose categories range from equipment to multi-jurisdictional task forces. Exhibit 1-8 gives a brief description of the seven purpose areas. (A discussion of how the jurisdictions intended to use the funds can be found in Section 3.)

## Exhibit 1-7

### MATCH AMOUNT AS A PERCENTAGE OF AWARD AMOUNT

Match Ratio	1996 Jurisdictions		1997 Jurisdictions	
	Number	Percent	Number	Percent
Less than 10 to 1	4	0.1	4	0.1
10 to 1	2,787	99.6	2,782	99.6
More than 10 to 1	7	0.3	3	0.1
Missing	none	n/a	3	0.1

Source: 1996 Application Database and 1997 Application Database

#### 1.4.5 Signing Official

Though the LLEBG program is intended by definition to focus on law enforcement, law enforcement executives were not permitted to sign the completed application. The authorizing signature had to be that of the Chief Executive Officer (CEO) of the jurisdiction—i.e., the mayor, city manager, supervisor, or others in a similar position in a jurisdiction's general purpose government. According to BJA, this aspect of the application process caused some early confusion about the purpose of the grants and misunderstandings about who was eligible to use the money.

#### 1.4.6 Other Conditions

Once the application has been submitted, BJA reviews the form for completeness. The money can then be transferred to the grantee, but the grantee cannot use the funds until the following few conditions have been met.

***Establishing a Trust Fund.*** All direct recipients and State subrecipients of LLEBG funds are required to establish an interest-bearing trust fund in which to deposit the program's funds. BJA's definition of a trust fund for the LLEBG program is an interest-bearing account that is specifically designated for this program. Only allowable program expenses can be paid from this account. The fund is not allowed to be used to pay debts incurred by activities beyond the scope of the program. The grantee also has to be able to account for the federal award amount, for the local match, and for all the interest earned.

**Exhibit 1-8**

**PURPOSE AREAS AS DEFINED BY BJA**

Purpose Area	Definition
I.A. Hiring	Supporting the hiring, training, and employing of additional law enforcement officers and necessary support personnel on a continuing basis. The money was not to be used to continue funding of previously hired positions (must show a net gain in personnel).
I.B. Overtime	Paying overtime to presently employed law enforcement officers and necessary support personnel to increase the number of hours worked by such personnel.
I.C. Equipment	Procuring equipment, technology, and other material directly related to basic law enforcement functions.
II. Enhancing Security Measures	Enhancing security measures in and around schools and in and around any other facilities or locations that were considered to have special risk for incidence of crime (funds could not be used for new construction, but could be used for renovation with special approval by BJA).
III. Drug Courts	Establishing or supporting drug courts. Funds could be used only if a program included continuing judicial supervision of offenders and integrated administration of other sanctions and services including mandatory testing, substance abuse treatment, probation, and aftercare services.
IV. Enhancing Adjudication	Enhancing the adjudication process of cases involving violent offenders, including cases involving violent juvenile offenders. This included a range of activities, such as enhancing sanctions, increasing space available to house offenders awaiting trial, and hiring additional attorneys to prosecute violent cases.
V. Multi-jurisdictional Task Force	Establishing a multi-jurisdictional task force to prevent and control crime, particularly in rural areas, composed of law enforcement officials representing units of general purpose local government and federal law enforcement officials.
VI. Crime Prevention	Establishing crime prevention programs involving cooperation between community residents and law enforcement personnel to control, detect, or investigate crime or to prosecute criminals.
VII. Indemnification Insurance	Paying for costs of indemnification insurance for law enforcement officers.

Source: *LLEBG Guidance Manual*

The trust fund has to be established by the recipient jurisdictions, not by the implementing agency. In the case of a city award, for example, the city manager or mayor's office must establish the fund, not the police department. (Some jurisdictions refer to this as a Special Revenue Fund.)

Two exceptions to this requirement are allowed:

- If a grantee can meet the above requirements with its current financial management system, the need for a separate account may be waived; and
- If the State or local law prohibits a grantee from establishing an interest-bearing account, the grantee has to submit a letter to this effect to BJA for approval. A list of those jurisdictions not establishing accounts for this reason is maintained by BJA.

**Advisory Panel.** Jurisdictions are required to convene advisory panels before they can draw down on LLEBG funds. The advisory board has to include representatives of groups with recognized interests in criminal justice, crime prevention, or substance abuse prevention and treatment. It has to include the local law enforcement agency, the local prosecutor's office, the local court system, the local public school system, and a local nonprofit, educational, religious, or community group active in crime prevention or drug use prevention or treatment. The board is to review the proposed allocation of funds and make nonbinding recommendations to the CEO of the jurisdiction. If the jurisdiction amends its plan based on recommendations from the advisory board, it has to report changes to BJA using the Follow-Up Information Form. The legislation does not require the advisory board to have any role beyond the initial recommendation phase.

**Public Hearing.** Localities that receive awards directly also are required to hold at least one public hearing on the use of funds. Jurisdictions are asked to take appropriate steps to encourage people to attend. They then have to report on the meeting to BJA, prior to expending any funds. When contacted as part of the present evaluation, jurisdictions have expressed mixed reactions to the public hearing process. Many jurisdictions thought that it was an unnecessary expense that generated no public comment, while others believed it was a good opportunity for the community to learn about law enforcement initiatives and to express their concerns. Exhibit 1-9 shows that jurisdictions receiving larger awards also had higher attendance at the public hearings, but the majority of all jurisdictions had no persons attending.

**Exhibit 1-9**

**ATTENDANCE AT PUBLIC HEARINGS,  
COMPARED TO AMOUNT OF LLEBG AWARD**

Amount of LLEBG Award to Jurisdiction*	No. of Jurisdictions Surveyed**	Percent of Jurisdictions with Specified Number of People Attending Public Hearing							Total***
		0	1-10	11-20	21-30	31-40	41-50	< 50	
1 to 15,000	65	36.9	21.5	12.3	15.4	6.2	3.1	4.6	100.0
15,001 to 20,000	20	30.0	50.0	5.0	10.0	0.0	0.0	5.0	100.0
20,001 to 25,000	19	26.3	15.8	21.1	21.1	5.3	10.5	0.0	100.0
25,001 to 30,000	12	41.7	16.7	25.0	8.3	8.3	0.0	0.0	100.0
30,001 to 50,000	39	38.5	30.8	7.7	2.6	5.1	7.7	7.7	100.1
50,001 to 100,000	36	25.0	19.4	22.2	19.4	0.0	2.8	11.1	99.9
> 100,000	45	33.3	17.8	11.1	6.7	6.7	0.0	24.4	100.0
<b>Total</b>	<b>236</b>	<b>33.5</b>	<b>23.7</b>	<b>13.6</b>	<b>11.9</b>	<b>4.7</b>	<b>3.4</b>	<b>9.3</b>	<b>100.1</b>

\* According to original LLEBG Applications, 1996 and 1997

\*\* Telephone Survey of 1996/1997 grantees.

\*\*\* May not add to 100% because of rounding.

**1.4.7 Reporting Requirements**

During the 24-month life of an LLEBG grant for any single year, jurisdictions are required to submit five reporting forms, referred to as Progress Information Forms (PIFs). The first report is due three months after the award date. The next three reports are due semi-annually, and the final PIF is due at the close of the grant period (Exhibit 1-10 shows the timeline for the 1996 and 1997 award cycles). The PIFs require the same general information as the application form and also request updated information on the allocation or expenditure of funds in the seven general purpose areas. Jurisdictions also are required to submit a quarterly financial reporting form (SF 269a), which requires more specific financial information (including the amount of unobligated funds). Like the application forms, each jurisdiction can either complete a hard-copy PIF on a scannable form and either fax or e-mail the form to BJA, or an electronic version on a diskette provided by BJA and mail the completed form on disk.

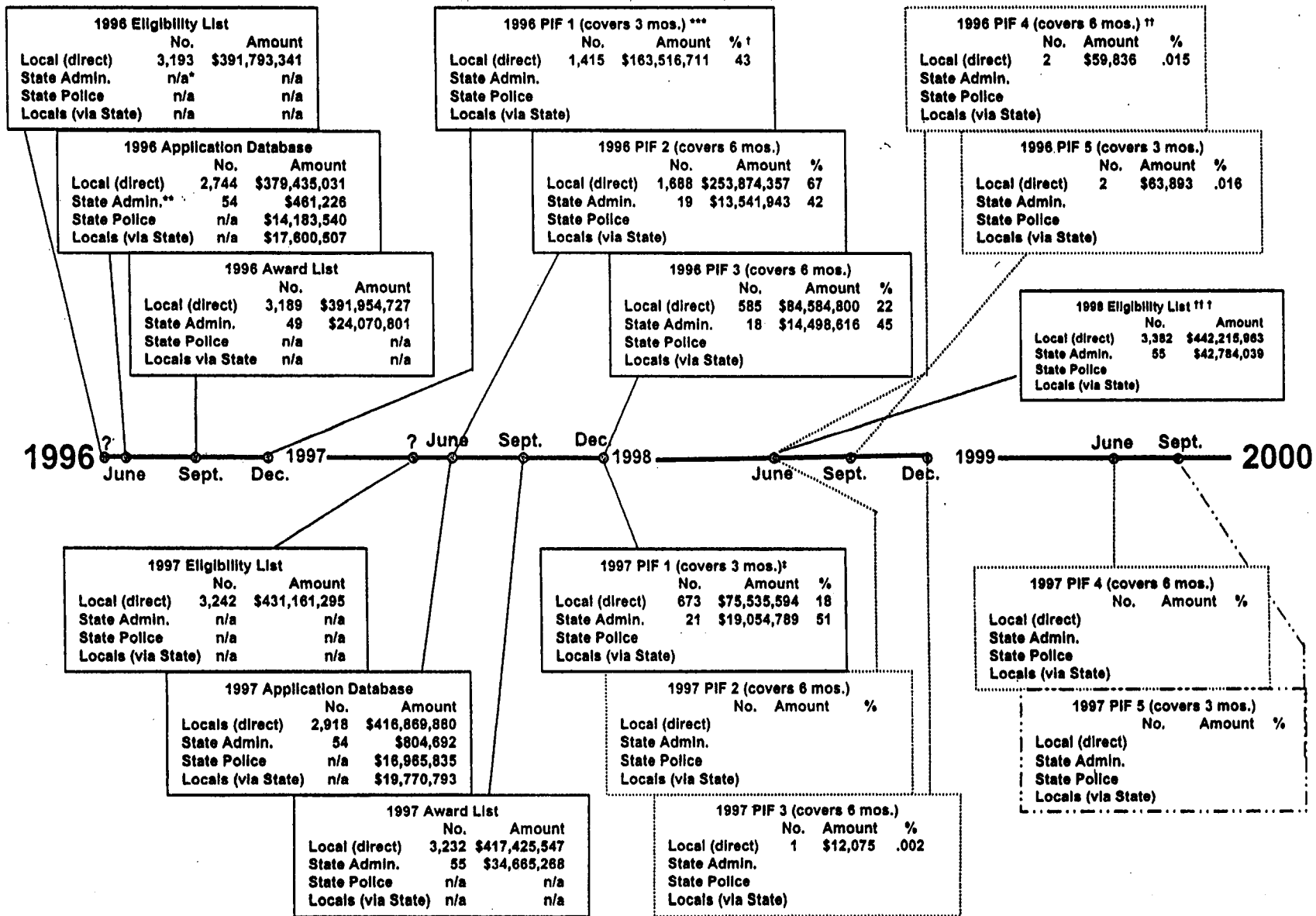
**1.4.8 Project Closeout**

At the end of 24 months, jurisdictions have to return any funds that have not been obligated. They then have an additional three months to spend the obligated funds, or return that money to BJA. There are no final reporting requirements; the final financial reporting form (SF 269a) and Program Information Forms serve that function.

Exhibit 1-10

GRANT DATABASES, OVER TIME

I-15



\*See following page for footnotes

(Continued on next page)



**Exhibit 1-10 (Continued)**

**Footnotes to Exhibit 1-10**

\* Not available

\*\* When a breakdown of state grant money is available, it is listed in three categories: (State Administration, State Police, and Locals via State).  
When a breakdown is not available, the total funds given to states are listed under State Administration.

\*\*\* Progress Information Form

† Percentage is based on total dollars for each category in the Application Database.

†† The data for 1996 PIF 4 and 1996 PIF 5 were received in March 1998, even though the PIFs were not due to be submitted until June and September 1998 (respectively). The reason for this reporting sequence is still under investigation.

††† 1998 Eligibility data were obtained from the BJA web site. The data were released in June 1998, and notes indicated that some of the figures were subject to change.

‡ The database contains 127 records (representing \$7,373,701 in grants) with a 1997 grant number that list a reporting period prior to the date of the 1997 awards. The reason for this reporting sequence is still under investigation.

## **SECTION 2**

### **Brief Overview of the Evaluation**

## 2. BRIEF OVERVIEW OF THE EVALUATION

***Goals and Research Questions.*** The National Evaluation of the Local Law Enforcement Block Grant (LLEBG) Program had two main goals: 1) to inform policymakers and practitioners of the results of the LLEBG allocation process, and 2) to develop an understanding of the implementation process and funding outcomes. Because the program was in its early stages, the evaluation questions were deliberately selected to cover the startup phases of the program:

- How were the program's procedures implemented by the grantees, including mandated decisionmaking such as the use of public hearings (this topic has already been discussed in Section 1 of this report)?
- What was the grantees' reaction to the LLEBG application and reporting process (and in particular the electronic processes), and what were the views stated by non-applicants (discussed in Section 3 of this report)?
- What is the profile of the grantees and how have they used the LLEBG funds (discussed in Section 4 of this report)?
- What types of innovative practices are claimed by the grantees, and how do the innovative practices operate (discussed in Section 5 of this report)?

***Data Collection Methods.*** To answer these evaluation questions, the evaluation plan called for the evaluation team to: create an application database and analyze the Project Information Forms (PIFs); conduct Fax surveys; conduct in-depth telephone interviews; and conduct site visits. The nature of these activities is summarized briefly below. A more in-depth description of the methods used and of surveys, instruments, and protocols, may be found in Appendix A.

***Create Application Database and Analysis of Latest PIFs.*** The evaluation team created a consolidated application database drawing on existing electronic files containing grantee and community-level information. The database included grant application records, limited PIF data, and Bureau of Census information on the characteristics of the grantee communities. Because of difficulties obtaining reliable PIF data (as explained in Section 3), the PIF database had limited value for the evaluation. These databases were used as a source of descriptive statistics on the use of funds, and also were the basis for the sampling plan for the fax survey and phone interview. Exhibit 2-1 contains a description of the sample drawn for the surveys.

**Exhibit 2-1**

**SAMPLING PLAN FOR LLEBG EVALUATION FAX SURVEY**

Government Type	Number in Frame	Sample Size (target)	Responses			
			1996/1997		1998	
			Number	Percent	Number	Percent
States/Territories	54	54	46	85.2	35	64.8
Indian Tribes	23	23	18	78.2	9	39.1
Counties	860	860	763	88.7	599	69.7
Total City	2,543	1,067	789	73.9	809	75.8
<12,500 in pop.	766	319	240	75.2	235	73.7
12,501 - 25,000 pop.	634	265	194	73.2	205	77.4
25,001 - 50,000 pop.	586	244	183	75.0	178	73.0
50,001 - 750,000 pop.	545	227	164	72.2	182	80.2
> 750,000 pop.	12	12	8	66.7	9	75.0
Total	3,480	2,004	1,616	80.6	1,452	72.5

**Conduct Fax Surveys.** Fax surveys were sent to approximately 2,000 jurisdictions, primarily to assess opinions of the application process. Surveys responses were entered into a database, coded, and analyzed.

A second Fax survey of 1998 grantees was conducted approximately one year following the first round. A discussion of the findings from these surveys may be found in Sections 3 and 4 of this report.

**Conduct In-Depth Telephone Survey.** A subsample of approximately 300 grantees responding to the Fax surveys was identified by the evaluation team for in-depth telephone interviews. These grantees were asked to comment more extensively on funding issues, decisionmaking processes, and grant administration. Grantees also were asked to identify any innovative practices that might be taking place in their jurisdictions with the help of LLEBG funding. Completed surveys were processed and entered into a database. As in the case of the Fax surveys, while the evaluation design called for one set of telephone interviews, the evaluation team conducted two rounds of surveys: the

first with 1996/1997 grantees and the second with 1998 grantees. Findings from these surveys may be found in Sections 3 and 4 of this report.

*Conduct Site Visits.* Nearly all of those interviewed during the telephone survey (232 of 236) responded to questions probing for innovative uses of the LLEBG funds. The evaluation team reviewed this list, as well a list generated by BJA grant managers, and identified more than 40 practices to investigate. Using a screening protocol, each of these jurisdictions was contacted and additional information about the nature of the project was obtained. The evaluation team then used selection criteria described in Appendix A to select 18 jurisdictions for site visits. While conducting the site visits, the evaluation team utilized case study data collection techniques (Yin, 1994), the objectives of which are to follow a prescribed case study protocol and to collect converging evidence from a variety of sources (open-ended interviews, documentation, archival records, and direct observations). Case study reports were prepared after each site visit. Section 5 contains the cross-case analysis of these site visits.

**SECTION 3**

**Reaction to the LLEBG Application and Reporting Process,  
by Applicants and Non-Applicants**

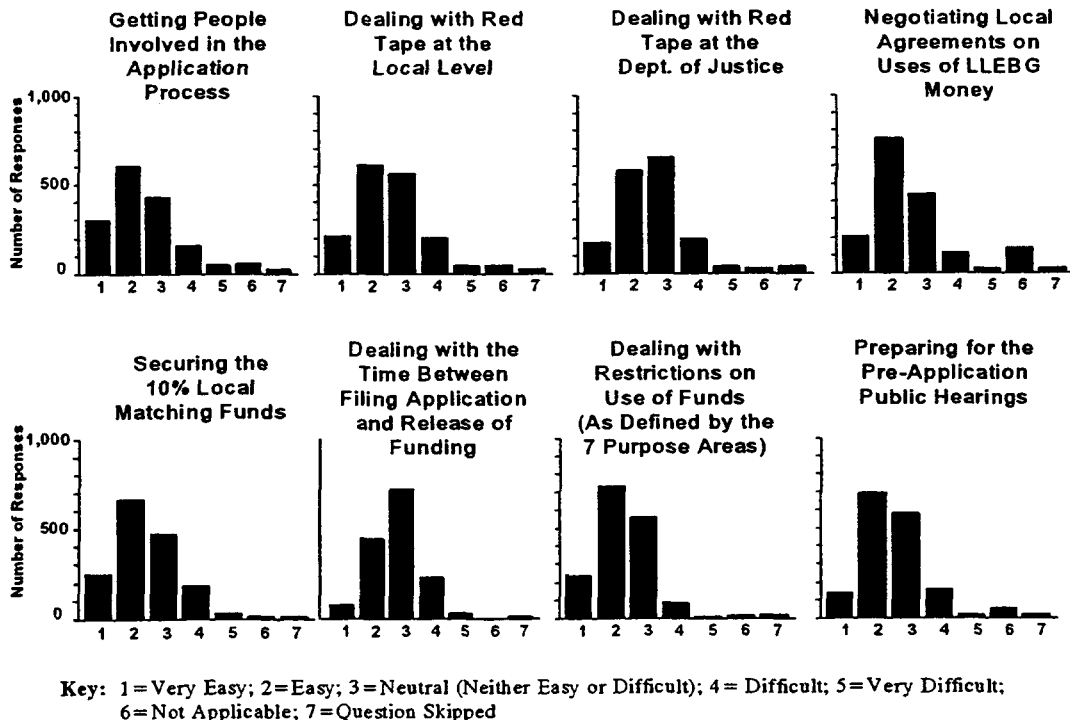
### 3. REACTION TO THE LLEBG APPLICATION AND REPORTING PROCESS, BY APPLICANTS AND NON-APPLICANTS

Jurisdictions were asked about their impressions and use of the LLEBG application and reporting processes, and the issues dealing with them are discussed in this section of the report.

#### 3.1 THE OVERALL APPLICATION PROCESS

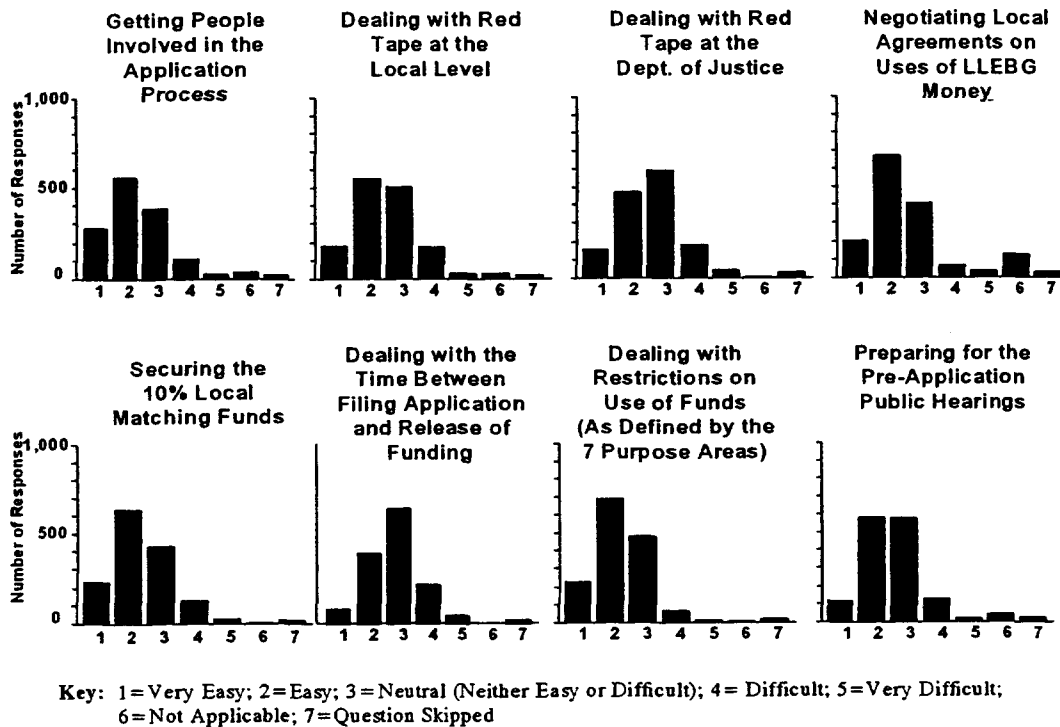
As an initial source of information, the Fax survey was designed as a "consumer poll" to address grantees' satisfaction with the LLEBG application and reporting process. The consumer poll found that jurisdictions were generally satisfied with the LLEBG process (Exhibit 3-1). Overall, the survey of 1998 grantees (conducted about one year later) elicited very similar responses, as shown in Exhibit 3-2.

**Exhibit 3-1**  
**1996/1997 FAX SURVEY OF LLEBG RECIPIENTS**  
(n=1,577)



## Exhibit 3-2

### 1998 FAX SURVEY OF LLEBG RECIPIENTS (n=1,422)



It is interesting to note, however, that there were some differences when jurisdictions were broken down by type. Some aspects of the process proved either easier or more difficult for the jurisdictions depending on whether they were a City, State, County, Large City, or Indian Tribe. Exhibit 3-3a and 3-3b break out large city and Indian Tribe responses to two fax survey questions where the differences were particularly notable. Large City respondents commented that some of the difficulties arose in:

- Keeping the county from trying to share grant;
- The local bureaucratic process;
- Planning for the matching funds requirement; and
- Coordinating the public hearing.



Exhibit 3-3a

1996/1997: TWO ILLUSTRATIVE TOPICS WHERE 1996/1997 RESPONSES DIFFERED BY TYPE OF JURISDICTION

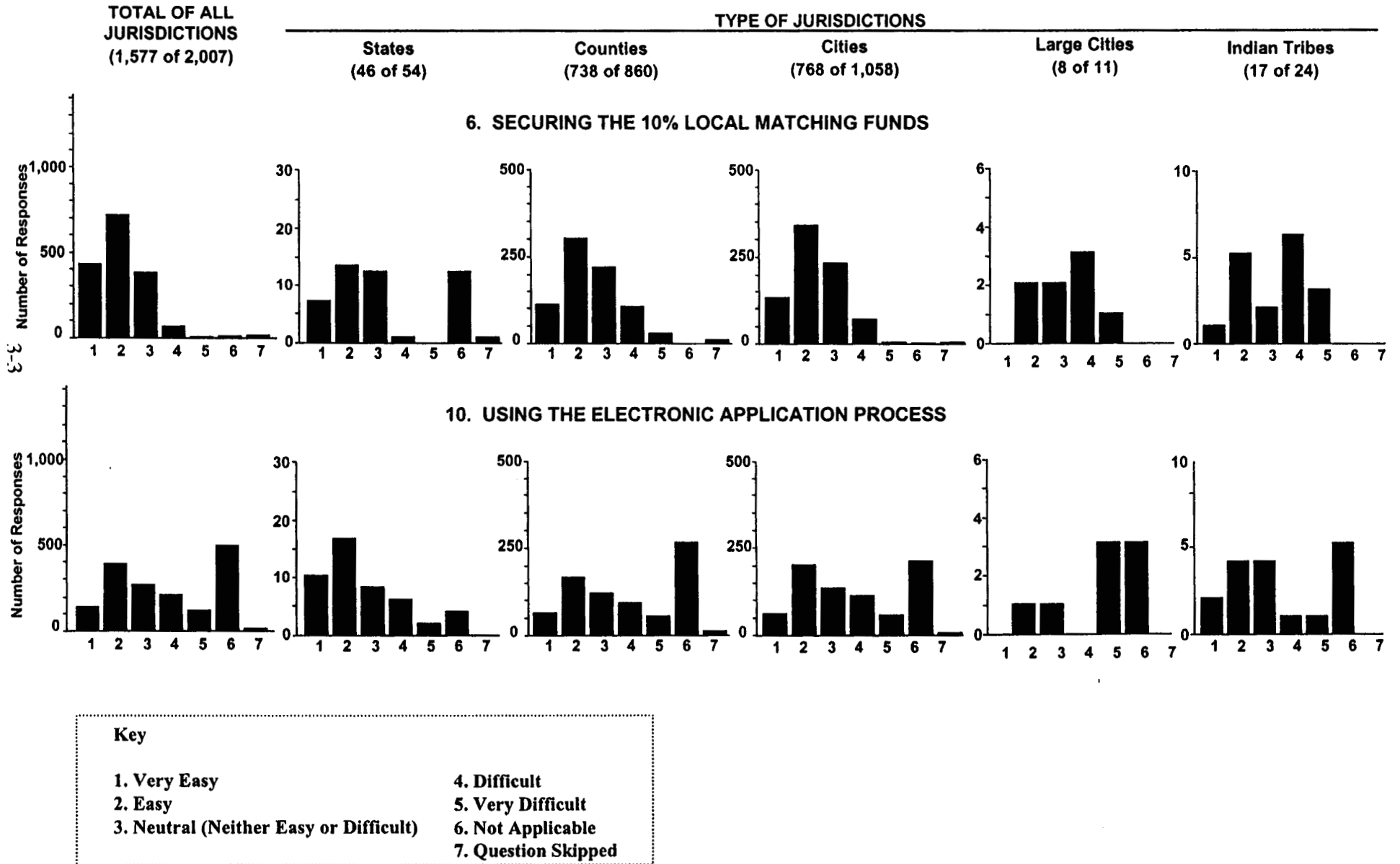
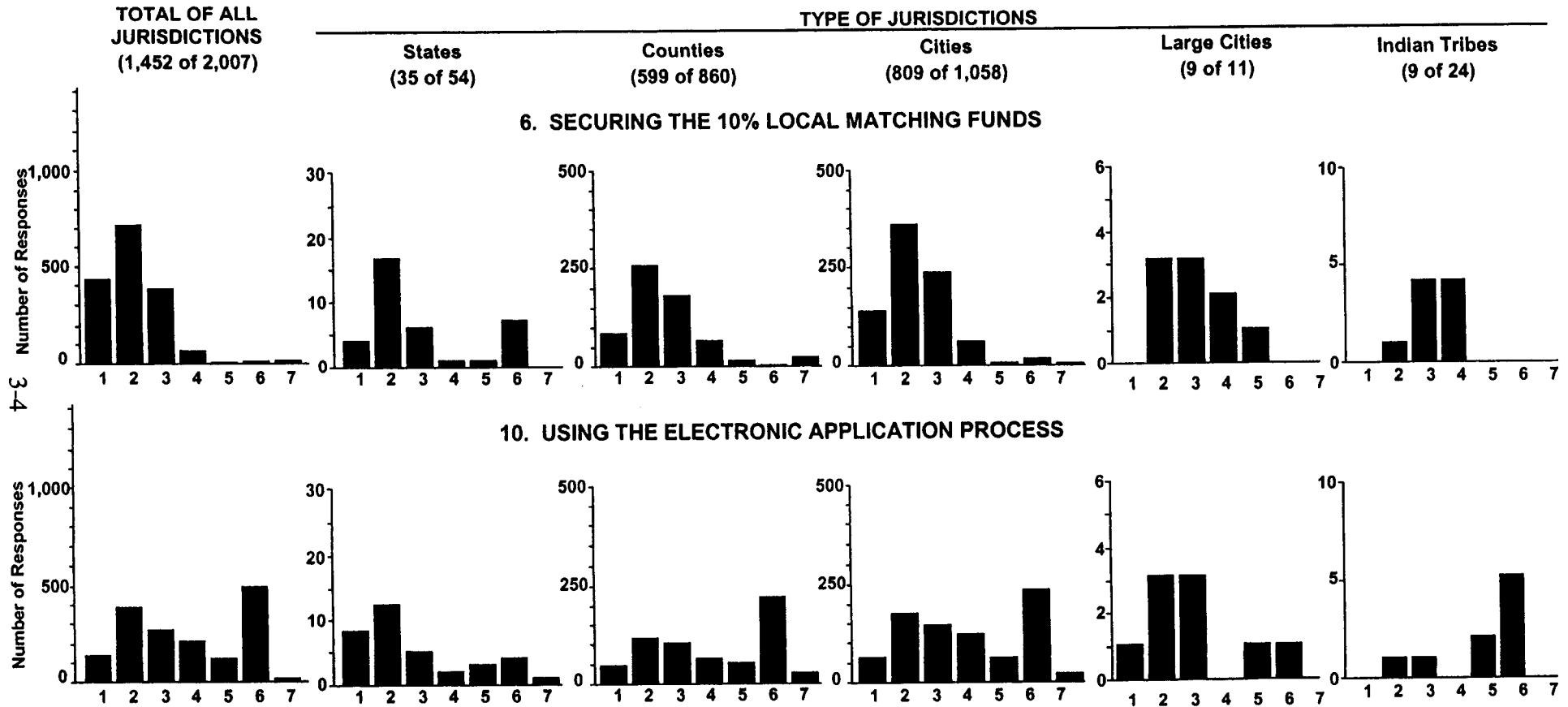


Exhibit 3-3b

1998: TWO ILLUSTRATIVE TOPICS WHERE 1998 RESPONSES DIFFERED BY TYPE OF JURISDICTION



**Key**

1. Very Easy	4. Difficult
2. Easy	5. Very Difficult
3. Neutral (Neither Easy or Difficult)	6. Not Applicable
	7. Question Skipped

Indian Tribes suffered from some of the same difficulties during the LLEBG process, commenting that problems centered around matching funds, community interest, and getting timely information.

As part of the consumer poll, grantees also were asked to comment on any areas that they would like to see changed in both the eligibility criteria and the conditions for allocating funds. The vast majority of responses to both of these open-ended questions was "None/No Change." A few recommendations had common elements; revisions to disparity requirements and a broadened definition or elimination of the purpose areas were among the changes suggested in response to both questions (Exhibits 3-4 and 3-5).

**Exhibit 3-4**

**MOST FREQUENTLY SUGGESTED CHANGES  
TO THE ELIGIBILITY CRITERIA OF THE LLEBG PROGRAM\***

<b>Suggested Change</b>	<b>Frequency</b>	<b>Percent**</b>
1. None/No Changes	809	61.3
2. Response was "Not Applicable"	110	8.3
3. Allow small/rural jurisdictions more funds	51	3.9
4. More money/more flexibility in spending	50	3.8
5. Eliminate disparity funding	47	3.6
6. Send application to those using the money	43	3.3
7. Change matching fund requirement	36	2.7
8. Consider need instead of UCR stats	35	2.7
9. Eliminate insurance requirement	30	2.3
10. Eliminate public hearing	26	2.0
11. Faster response to application	22	1.7
12. Eliminate advisory board	21	1.6
13. Improve communication with BJA	5	0.4
14. More time to spend money	5	0.4
15. Reduce administrative burden	4	0.3
16. All LE agencies should be eligible	3	0.2
17. Specific criteria for Native Americans	3	0.2
18. Require all UCR be reported by state	2	0.2
19. More funds for group jurisdictions	1	0.1
20. Less red tape	1	0.1
21. Other	16	1.2
<b>Total</b>	<b>1,320</b>	<b>100.3</b>

\* Based on the responses of 1,320 jurisdictions replying to this question.

\*\* Does not add to 100% due to rounding.

### Exhibit 3-5

#### MOST FREQUENTLY SUGGESTED CHANGES TO CONDITIONS FOR ALLOCATING LLEBG MONEY\*

Suggested Change	Frequency	Percent**
1. None / No Changes	722	54.6
2. Broaden fund usage/amount of funds	109	8.2
3. Not applicable	94	7.1
4. Redefine disparity funding; make more equitable	40	3.0
5. Simplify application process	36	2.7
6. Eliminate public hearing	31	2.3
7. Eliminate advisory board	30	2.3
8. Change formula for allocation	30	2.3
9. More funds to rural/small jurisdictions	30	2.3
10. Reduce paperwork	26	2.0
11. Give money to LE instead of local gov't.	20	1.5
12. Base allocation on population, no just crime	19	1.4
13. Eliminate trust fund, interest bearing account	18	1.4
14. More discretion to local agencies on fund usage	16	1.2
15. Consider true cost of law enforcement	14	1.1
16. Eliminate matching fund requirement	14	1.1
17. Extend 24 month time limit to use funds	10	0.8
18. Base funding on need rather than crime	9	0.7
19. More money for counties	8	0.6
20. Look at all crimes, not just Part 1	8	0.6
21. Eliminate insurance requirement	4	0.3
22. Give money to local gov't instead of LE	3	0.2
23. Require crime reporting and needs assessment	2	0.2
24. Administer funds through SAA	2	0.2
25. Change threshold of State distribution to \$15,000	1	0.1
26. Consider Native American Needs	1	0.1
27. Other	26	2.0
<b>Total</b>	<b>1,323</b>	<b>100.3</b>

\* Based on the responses of 1,323 jurisdictions replying to this question.

\*\* Does not add to 100% due to rounding.

### 3.2 ELECTRONIC APPLICATION AND REPORTING

Electronic communication is increasingly a more efficient way to conduct business. One result is that paper files are slowly becoming obsolete. As this new form of

communication develops, and as it becomes more and more evident that electronic files provide easier and faster access to information and greater possibilities for data analysis, the number of government agencies turning to electronic solutions is increasing as well. The LLEBG program was the first large-scale program within the Department of Justice to move to an electronic process for the administration of grant awards.

Because of the legislative cycle, BJA only had a matter of months to set up an electronic system capable of handling grant application and reporting materials from approximately 3,000 jurisdictions. With the assistance of a contractor, a process was developed in 1996 to mail a scannable hardcopy application form, as well as a diskette with an electronic version of the form, to each jurisdiction. (A copy of the scannable application form may be found in Appendix B.) Each jurisdiction was given the option of using either method to complete the materials and was to mail the form or disk to BJA upon completion. The data from the hardcopy forms and from the diskettes were then entered into the database, either using a scanner or simply downloading the files. Information on how many applications were completed on disk (as opposed to the hardcopy form) was not available.

BJA utilized a process similar to the application process for each of the five reporting forms required during each grant period. Appendix C includes copies of the scannable reporting forms. Exhibit 3-6 shows that for PIF 2, the most complete reporting period, jurisdictions used the paper and diskette versions of the PIF with almost equal frequency.

### Exhibit 3-6

#### USE OF ELECTRONIC REPORTING FORMAT

Reporting Period	1996 Jurisdictions				1997 Jurisdictions			
	Paper		Diskette		Paper		Diskette	
	Number	Percent	Amount	Percent	Number	Percent	Amount	Percent
PIF 1	1,415	100	0	0	0	0	664	100
PIF 2	832	48.7	876	51.3				
PIF 3	1	.1	602	99.8	1	100	0	0
PIF 4	2	100	0	0				
PIF 5	2	100	0	0				

Source: 1996 PIF and 1997 PIF

☐ = Data that should not have been completed at the time files were made available (March 1998).

### 3.2.1 Obstacles Faced with Electronic Filing

The evaluation team quickly hit a stumbling block in its attempts to analyze the electronic application and reporting process, when it learned of problems with the databases. The files received from BJA in March 1998 contained only one usable PIF database—the second PIF for the 1996 award year.

BJA explained that the first PIF contained data that could not be used for comparison purposes because of changes in the reporting form. In addition, at the time the files were made available, the third 1996 PIF and the first 1997 PIF were still being collected from the jurisdictions and just over 20 percent were available (see Exhibit 3-7). While the reporting forms are mandatory, the legislation provided BJA with no means to enforce the requirement, such as withholding funds from those jurisdictions not submitting reports. This may be one reason why the most complete data set (1996 PIF 2) has only a 60 percent response rate.

The electronic system faced additional problems as the reporting periods continued. In a large number of cases, the electronic disks either could not be read by the contractor maintaining the database, or they were missing information. In a number of cases, total allocations did not sum to the total amount of the award, or were missing altogether. BJA

Exhibit 3-7

#### APPLICATION AND REPORTING FORM DATA MADE AVAILABLE TO THE EVALUATION TEAM

Name of Form	1996 Jurisdictions Reporting		1997 Jurisdictions Reporting	
	Number	Percent*	Number	Percent*
Eligibility List	3,193	n/a	3,242	n/a
Application database	2,798	100.00	2,972	100.00
PIF 1	1,415	50.57	694	23.35
PIF 2	1,707	61.01	0	00
PIF 3	603	21.55	1	03
PIF 4	2	07	0	00
PIF 5	2	07	0	00

\* Percent of total jurisdictions listed in the application database.

■ = Data that should not have been completed at the time files were made available (March 1998).

did not provide the evaluation team with the additional PIF information for FY1996 or FY1997 because staff believed the information to be unreliable for the purposes of an in-depth analysis (particularly information on the number of employees hired), and because a large number of diskettes were unreadable.

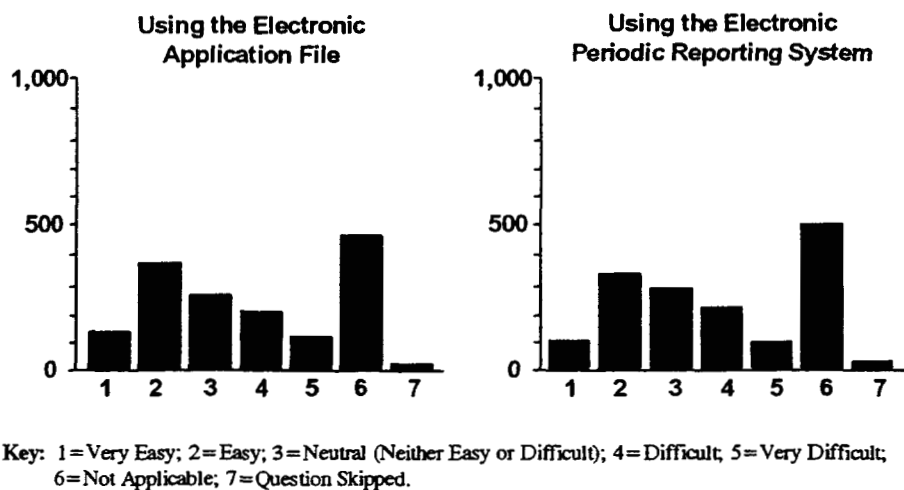
Though much of the PIF data were not reliable, and many reports were not submitted, the electronic filing did have some positive outcomes. The use of the scannable form required an application and reporting format that was concise. Unlike other grant applications, this process helped BJA minimize the amount of paperwork required from local jurisdictions. In addition, the system was a stepping stone toward a more complete electronic filing process that was put into place for the FY1999 grantees. Both of these issues are discussed in more detail below.

### 3.2.2 A "Consumer" Response to the Electronic Application and Reporting Process

*Jurisdictions Frustrated by Mechanical Problems.* As discussed earlier in this Section, most jurisdictions responding to the Fax survey of 1996/1997 grantees said that all aspects of the application process were "easy" on a Likert scale. However, the curve was flattened significantly (see Exhibit 3-1, which shows responses to the other questions on the Fax survey) when the responses were directed toward the electronic application and reporting system. Exhibit 3-8 shows the responses to the Fax survey when jurisdictions were asked how easy or difficult it was to use the electronic systems. As the bar chart

Exhibit 3-8

#### CONSUMER RESPONSES TO QUESTIONS ABOUT ELECTRONIC APPLICATION AND REPORTING SYSTEM (Survey of 1996/1997 Grantees; n=1577)



shows, the largest response was "not applicable," presumably because a large number of people did not use the system. In addition, the number of jurisdictions responding with "difficult" or "very difficult" is much larger than jurisdictions responding in the same manner to other questions. (Approximately 30% of applicable jurisdictions chose "difficult" or "very difficult" as compared to an average of 13% responding in a similar manner to all of the questions combined.)

The electronic filing system was cited again in an open-ended question to jurisdictions about the greatest barriers in obtaining block grants. Some of the open-ended responses included comments about:

- Constant changes in computer disks and forms;
- Problems with the diskette containing the application; and
- The awkwardness of using the DOS-based application system.

*Application Format Resulting from Electronic Filing Elicits Positive Response.*

While jurisdictions expressed frustration with the mechanical glitches that plagued the first two years of the LLEBG grant process, there was a positive response to the application form itself. Because the application was designed to be scanned into a database, BJA was forced to create a format that required short and concise answers. Unlike some grant applications, the brevity of the response was essential to the system. As a result, jurisdictions responded overwhelmingly in the survey of 1996/1997 grantees that writing the grant was the easiest part of the application. In fact, more than 71 percent of applicable jurisdictions responded "very easy" or "easy" when asked about the level of difficulty involved in writing the grant, as compared to an average of 55 percent of jurisdictions responding in a similar manner to all of the questions combined (see Exhibit 3-9).

Interviewers again received positive feedback from jurisdictions about the application format during in-depth phone interviews with 1996/1997 grantees that took place in January and February 1999. While jurisdictions were again commenting that there was trouble with the mechanics, some of the responses about the process included:

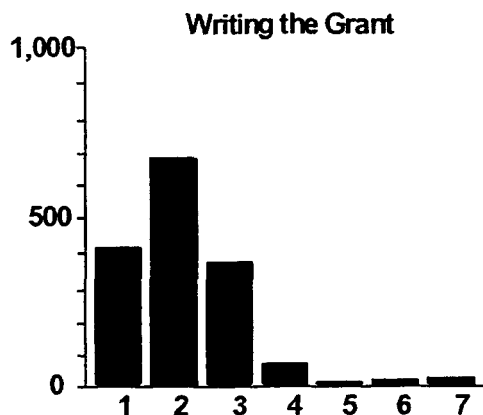
- Found forms very simple to use manually;
- Good and quick;
- Outstanding—first COPS grant was 280 pages long; and
- Good job of refining it in the last three years.



### Exhibit 3-9

#### CONSUMER RESPONSES TO QUESTIONS ABOUT WRITING THE GRANT

(Survey of 1996/1997 Grantees; n=1577)



Key: 1=Very Easy; 2=Easy; 3=Neutral (Neither Easy or Difficult); 4=Difficult; 5=Very Difficult; 6=Not Applicable; 7=Question Skipped.

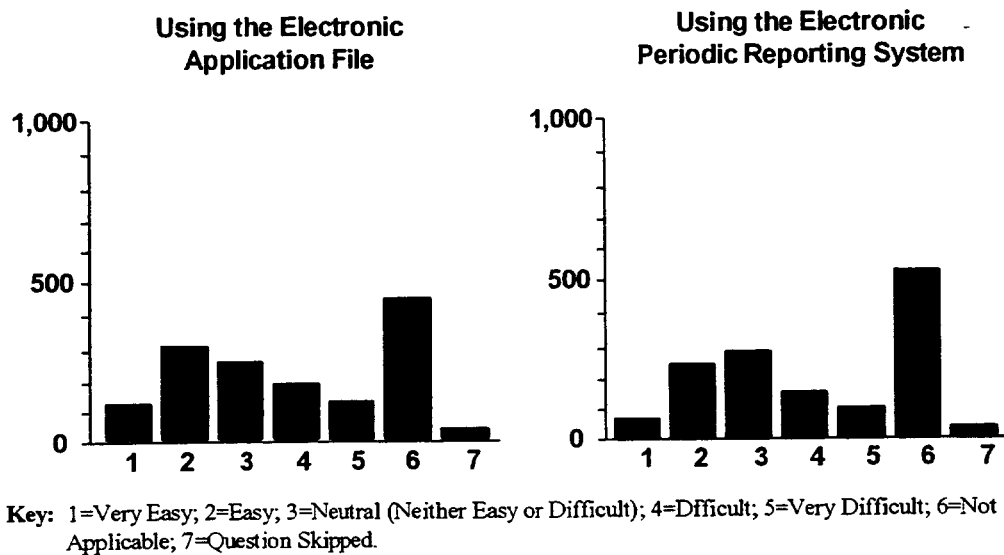
**Survey of 1998 Grantees Had Similar Results.** Respondents to the consumer poll of 1998 grantees in September 1999 had nearly identical impressions of the application process as in the previous year. Again, the frustration was with the mechanics of the process, with about 30 percent of the jurisdictions reporting use of the electronic application and reporting system as “difficult” or “very difficult”—more than twice the average of “difficult” or “very difficult” responses to all of the questions combined (Exhibit 3-10). Also as before, jurisdictions were overwhelmingly satisfied with the ease of the actual application, with 71 percent responding that writing the grant was either “easy” or “very easy,” as compared to 58 percent for similar responses to all questions combined (Exhibit 3-11).

#### 3.2.3 Later Changes to the Electronic Filing Process

Since the time of the first consumer poll, BJA has made some significant changes and improvements to the system. This past grant year saw the initiation of the on-line application process. Jurisdictions learn the amount of funding for which they are eligible on-line and complete the application there as well. The first round of on-line applications were due in September 1999. BJA, with the assistance of its contractor, also has developed an on-line “Request for Drawdown” process to replace any follow-up information regarding the completion of the advisory board and public hearing requirements. BJA is currently working on developing an on-line submission procedure for the reporting forms as well.

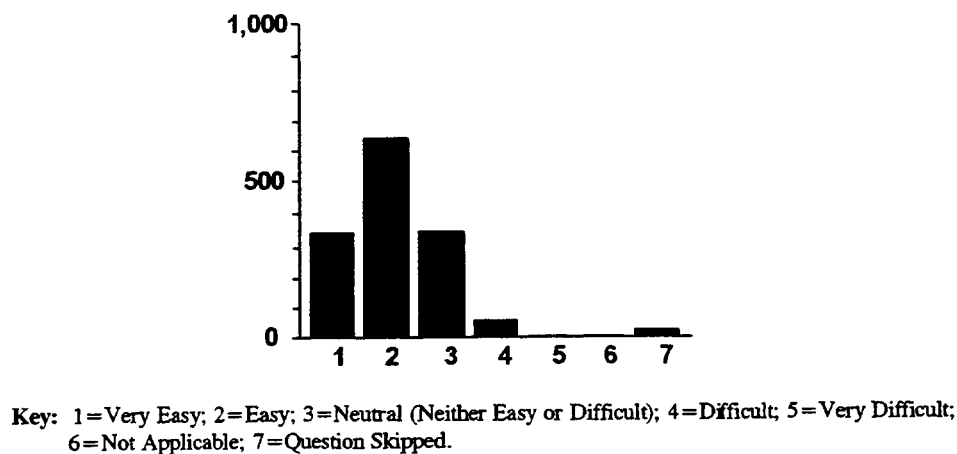
**Exhibit 3-10**

**CONSUMER RESPONSES TO QUESTIONS ABOUT  
ELECTRONIC APPLICATION AND REPORTING SYSTEM  
(Survey of 1998 Grantees; n=1,442)**



**Exhibit 3-11**

**CONSUMER RESPONSES TO QUESTIONS  
ABOUT WRITING THE GRANT  
(Survey of 1998 Grantees; n=1,442)**



### 3.3 CHARACTERISTICS AND REACTIONS OF NON-APPLICANTS

Because of inconsistencies in the databases, it is unclear how many jurisdictions were eligible for LLEBG funds and did not apply, or applied for the grant but then declined funds. The evaluation team attempted to locate some of these jurisdictions to determine the causes of their actions (the methodology used to locate these jurisdictions is described in Appendix A). The team was successful in reaching 81 jurisdictions not applying for funds, and 12 jurisdictions that submitted an application, but then waived the funds (Exhibit 3-12). A disproportionate number of the jurisdictions reached by the evaluation team were located in the southern United States (Exhibit 3-13).

**Exhibit 3-12**

#### NUMBER OF ELIGIBLE JURISDICTIONS NOT APPLYING FOR LLEBG FUNDS

	1996		1997		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>No. of Eligible Jurisdiction</b>	3,193	100.0	3,242	100.0	6,435	100.0
<b>No. of Applicants</b>	2,798	87.5	2,972	91.7	5,770	89.7
<b>No. of Non-Applicants</b>	395	12.4	270	8.3	665	10.3
<b>Non-Applicants Contacted</b>					81	12.2*

Source: BJA Eligibility and Recipient Databases, 1996 and 1997; 1998 data were not available.

\* Percent of non-applicants.

**Exhibit 3-13**

#### LOCATION OF NON-APPLICANTS CONTACTED

Regions of the United States	Didn't apply for LLEBG		Average for All Grantees	
	Number	Percent	Number	Percent
<b>West</b>	4	4.9	757	21.7
<b>Midwest</b>	12	14.8	640	18.4
<b>South</b>	62	76.5	1,414	40.6
<b>Northeast</b>	3	3.7	664	19.1
<b>U.S. Territories</b>			6	0.2
<b>Total</b>	81	99.9*	3,481	100.0

Source: BJA Eligibility and Recipient Databases, 1996 and 1997.

\* Does not add to 100% because of rounding.

The eligible jurisdictions not receiving funds also were asked whether they have received other grants from the Department of Justice (DOJ). Approximately half of the jurisdictions interviewed did accept other DOJ funds, and half did not. Some reasons the jurisdictions gave for accepting other DOJ grants, but not the LLEBG funds, include the following:

- They wanted other agencies to have the funds because the other agencies are so small they could afford the 10 percent match and get those grants. The sheriff's office already had grants and felt they could share;
- Byrne and COPS had no advisory board—LLEBG not worth it for \$12,000;
- A volunteer program gave them the person needed to fill the position—they wanted to allow another agency to use the funds;
- Did not know about LLEBG fund and had been using COPS for years; and
- Amount available for LLEBG funds was insignificant.

### **3.3.1 Reasons for Not Applying for LLEBG Funds**

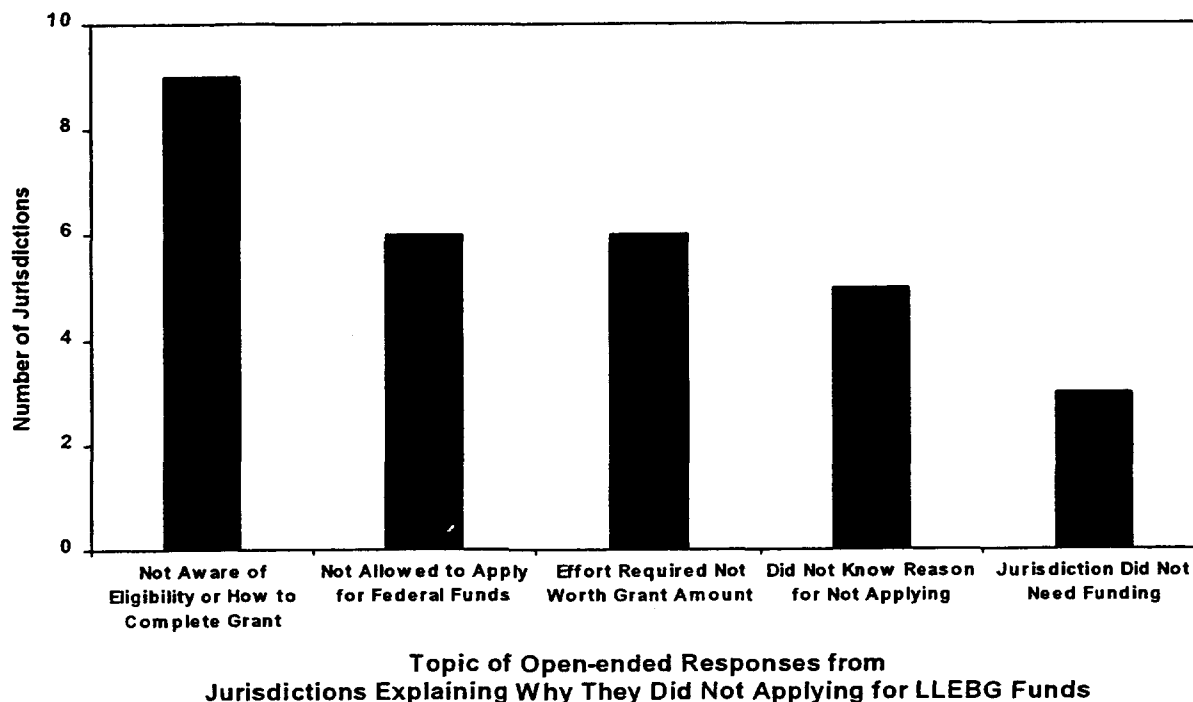
During a short telephone interview, jurisdictions gave a variety of reasons for not applying for LLEBG funds for which they were eligible. Some sample responses from the jurisdictions include the following:

- The jurisdiction was getting money from another grant—did not need LLEBG funds;
- The City did not allow anyone to apply for any grants—they weren't willing to do paperwork;
- The jurisdiction did not know enough about it;
- Requirements make it impractical (the hourly cost of blue ribbon panel exceeds block grant itself); and
- The previous administration didn't want to be involved with federal government.

The main reason that jurisdictions gave in an open-ended response as to why they did not apply for LLEBG funding was that they were either unaware of their eligibility or not aware of how to complete the grant application (Exhibit 3-14).

**Exhibit 3-14**

**OPEN-ENDED RESPONSES FROM JURISDICTIONS ABOUT WHY THEY DID NOT APPLY FOR LLEBG FUNDS (n=29 of 81)**



**3.3.2 Reasons for Applying and Later Declining LLEBG Grants**

A total of 12 jurisdictions indicated that they had applied for LLEBG funds, but then later in the process declined to draw down on the funds. Some of the reasons these jurisdictions gave for declining the funds include the following:

- There were not enough funds to hire full-time position;
- City budget cuts made meeting grant requirements impossible—requirement that added personnel must be “above and beyond” existing department staffing was impossible to meet because the city cut jobs from the police department;

- Jurisdiction withdrew within one week after submitting application after analyzing the costs involved to do advisory board, public hearing, advertising, etc—accepting the grant was not cost-effective;
- The sheriff's office had two other grants and decided to let either the city police or other agency apply for the grant;
- There were too many stipulations with the advisory board and public hearing—the department did not want the board to tell them how to spend \$12,000; and
- The City was to get 90 percent of the grant, with a large portion going to the prosecutor's office, while the sheriff's department was only to get a small portion. The county administration decided not to be involved because of the infighting and politics.

Though the number of jurisdictions interviewed was small, the purpose of seeking eligible non-recipients was to determine some of the reasons why jurisdictions would not apply for or accept funding for which they did not have to compete. The main issues identified indicate that additional resources may need to be spent publicizing the grant as well as clarifying requirements that some jurisdictions perceive as too time-consuming for what they view as limited funds.

**SECTION 4**

**Profile of LLEBG Grantees and  
Their Use of LLEBG Funds**

## 4. PROFILE OF LLEBG GRANTEES AND THEIR USE OF LLEBG FUNDS

Because the LLEBG program is such a large initiative, with about 3,000 grantees receiving nearly half a billion dollars, the evaluation team intended to use the grantee databases to identify trends or patterns both in grantee characteristics and in the use of the LLEBG funds. As mentioned in Section 3.2.1, some problems with the databases made this task more challenging and, unfortunately, not as complete as originally anticipated. The following, however, are some characteristics noted from the limited information available from the databases as well as from the "consumer polls" and in-depth phone conversations conducted on two occasions during the evaluation period. This section also addresses some of the characteristics found among those jurisdictions eligible for an award that either did not apply, or applied and then declined to accept the award.

### 4.1 CHARACTERISTICS OF GRANTEES

#### 4.1.1 Type of Jurisdiction

The evaluation team categorized the 1996 and 1997 LLEBG recipients into four types of jurisdictions: States and territories, Indian Tribes, counties, and cities. The cities category was a general category designed to capture all jurisdictions from the BJA recipient database that were identified as cities, towns, municipalities, and townships. As expected, the vast majority (73%) of the jurisdictions fell within the "cities" category (see Exhibit 4-1).

Exhibit 4-1

#### TYPE OF JURISDICTION RECEIVING AN LLEBG AWARD IN 1996 OR 1997 (OR IN BOTH YEARS)

Type of Jurisdiction	Number of 1996 and 1997 Grantees	Percent of Total
States and Territories	54	1.6
Indian Tribes	24	0.7
Counties	860	24.7
Cities	2,543	73.0
Total	3,481	100.0

Source: BJA Recipient Databases, 1996 and 1997; 1998 data were unavailable.



#### 4.1.2 Size of Jurisdiction

The cities listed in the combined 1996 and 1997 recipient databases were matched to population estimates in order to determine the size of jurisdictions receiving awards. Again, as expected the largest number of LLEBG recipients (30.1%) were located in cities with a population of less than 12,500 (see Exhibit 4-2).

Exhibit 4-2

#### POPULATION OF CITIES RECEIVING AN LLEBG AWARD IN 1996 OR 1997 (OR IN BOTH YEARS)

Population	Number of Cities	Percent of Total
1-12,500	766	30.1
12,501-25,000	634	24.9
25,001-50,000	586	23.1
50,001 - 750,000	545	21.4
> 750,000	11	0.4
Total	2,542*	99.9**

Source: BJA Recipient Databases, 1996 and 1997

\* Population data were missing for one jurisdiction.

\*\* Does not add to 100% because of rounding.

#### 4.1.3 Location of the Grantees

Jurisdictions were spread throughout the United States and territories. Exhibit 4-3 shows the number of jurisdictions receiving LLEBG awards by census region. While the awards were widely distributed, the South was home to the majority of the grantees (42%), followed by the western United States. As expected, States with larger populations (e.g., California, Florida, Texas) had more grantees than smaller States (Exhibit 4-4).

#### 4.1.4 Type of Organization of Grantee

The LLEBG application did not require the jurisdiction to list which agencies or organizations would be using the grant funds, nor did it require the contact person to list an organizational affiliation. Because this information was absent, the evaluation team investigated other ways to determine what types of agencies were applying for funds.

Exhibit 4-3

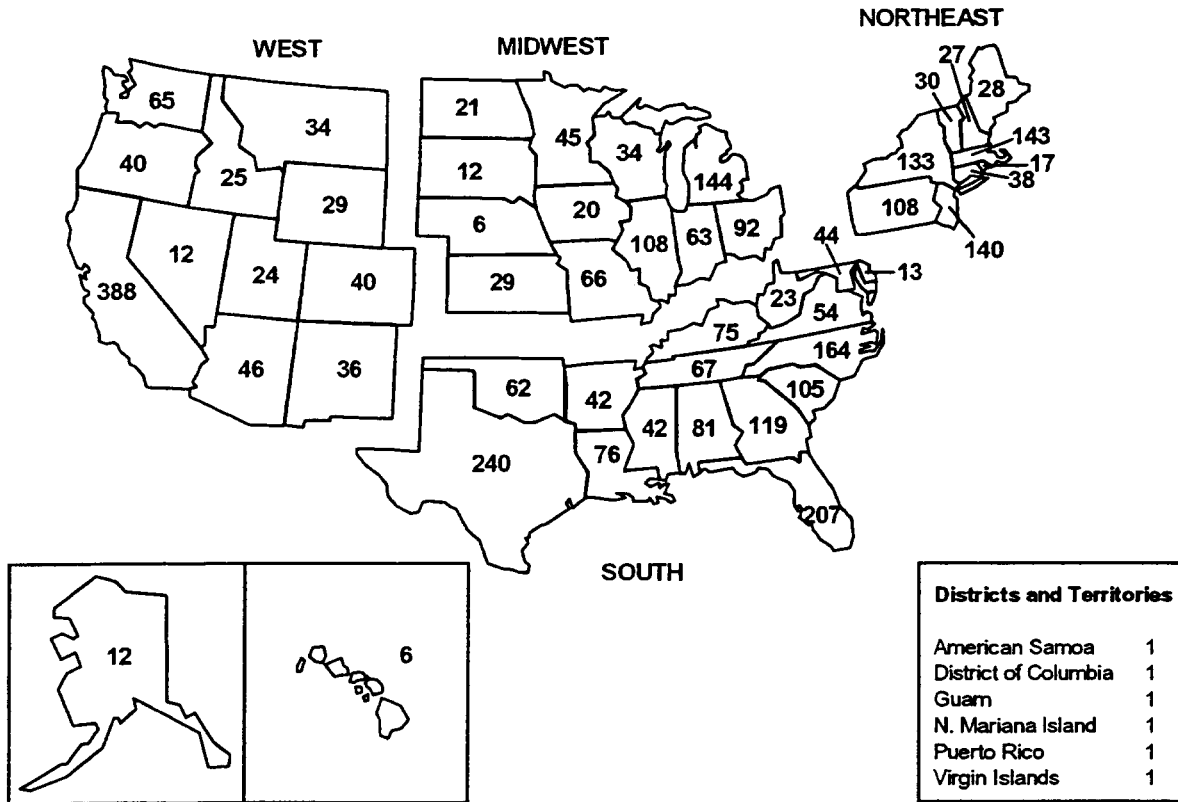
NUMBER OF LLEBG GRANTEES PER CENSUS REGION

Census Region	Number	Percent
West	757	21.7
Midwest	640	18.4
South	1,414	40.6
Northeast	664	19.1
U.S. Territories	6	0.2
<b>Total</b>	<b>3,481</b>	<b>100.0</b>

Source: BJA Recipient Databases, 1996 and 1997;  
1998 data were not available.

Exhibit 4-4

LOCATION OF LLEBG GRANTEES



The only category on the application form which revealed any information was the request for the contact person's title. After coding these data from the 1997 recipient databases, it became obvious that law enforcement agencies were the organizations most frequently listed as the contact person for the grants. However, as Exhibit 4-5 clearly shows, law enforcement officials were not the only contacts. In fact, persons with titles indicating that they were either civilians or elected officials were listed in more than 35 percent of the cases.

## **4.2 GRANTEES' USE OF LLEBG FUNDS**

### **4.2.1 Uses According to Different Purpose Areas**

Jurisdictions were required to indicate on their application forms the purpose areas in which they anticipated using the funds. Because the expenditure data received in the PIF database are unreliable, the evaluation team focused attention on the proposed (rather than actual) use of the funds.

*Most Funds Used to Purchase Equipment.* Jurisdictions proposed spending the greatest amount of funds on "Equipment"—more than 45 percent in 1996 and 1997 (Exhibit 4-6). "Hiring" and "Overtime" were distant second and third categories for proposed use. These three areas are subcategories for the "Law Enforcement" purpose area, which was responsible for more than 70 percent of proposed spending for both years.

*Few Changes in Proposed Use of Funds Over Time.* Because of difficulties obtaining the application databases for the 1998 grantees, the evaluation team revised the Fax survey of 1998 grantees to include questions about the proposed use of LLEBG funds for the 1998 grant. The survey did not request exact dollar amounts since it was designed to be a quick and easy instrument, but instead asked for approximate percentages. As Exhibit 4-7 shows, not many changes occurred in the proposed use of funds between the 1996 and 1997 grantees (as captured in the BJA databases) and the self-reported use of funds by the 1998 grantees.

*Small Number of Newly Hired Personnel.* When an application included "Hiring" as a proposed purpose area, jurisdictions were required to indicate how many officers and how many support personnel they proposed hiring with the funds. Exhibits 4-8 and 4-9 show that while "Hiring" accounted for an average of more than 13 percent of the use of funds in 1996 and 1997 combined, the number of employees hired was fairly small, with most jurisdictions indicating that they only intended to hire between one and ten officers or support personnel.

**Exhibit 4-5**

**TYPE OF CONTACT PERSON LISTED ON APPLICATION**

<b>Contact Type</b>	<b>Sample Titles</b>	<b>Frequency</b>	<b>Percent</b>
<b>Police Executive/Manager</b>	Assistant Chief of Police Commander Captain Police Planner Police/Sheriff Sergeant	<b>986</b>	<b>33.2</b>
<b>Law Enforcement CEO</b>	Chief of Police Sheriff Director of Public Safety Commissioner of Public Safety Colonel	<b>918</b>	<b>30.9</b>
<b>Local Government Executive/Manager</b>	Community Development Director City Manager Councilman Economic Development Specialist Director of Parks Tribal Planner	<b>434</b>	<b>14.6</b>
<b>Civilian Financial</b>	Grants Administrator Chief Financial Officer Financial Analyst Comptroller Assistant Auditor	<b>289</b>	<b>9.7</b>
<b>Civilian Administration</b>	Chief Administrative Officer Project Coordinator Analyst/Planner Assistant Court Administrator Program Services Supervisor	<b>226</b>	<b>7.6</b>
<b>Police</b>	Police Officer Crime Analyst Domestic Violence Investigator	<b>87</b>	<b>2.9</b>
<b>Judicial</b>	Judge Prosecuting Attorney	<b>20</b>	<b>0.7</b>
<b>Training</b>	Civilian Training Officer Police Training Officer	<b>12</b>	<b>0.4</b>
<b>Total</b>		<b>2,972</b>	<b>100.0</b>

Source: BJA Recipient Database, 1997

**Exhibit 4-6**

**DISTRIBUTION OF FUNDS BY PURPOSE AREA,  
AS INDICATED IN ORIGINAL LLEBG APPLICATIONS**

Purpose Area	1996 Proposed to be Spent		1997 Proposed to be Spent	
	Dollars	Percent	Dollars	Percent
<b>I. Law Enforcement</b>			54,353,269	
<b>A. Hiring</b>	62,144,387	15.1		12.0
<b>B. Overtime</b>	50,424,640	12.3	48,437,958	10.7
<b>C. Equipment</b>	185,868,551	45.2	216,863,600	47.7
<b>II. Enhancing Security</b>	14,149,098	3.3	13,228,474	2.9
<b>III. Drug Courts</b>	15,282,702	3.7	11,334,856	2.5
<b>IV. Enhancing Adjudication</b>	25,994,058	6.3	22,407,403	4.9
<b>V. Multi-Jurisdictional Task Force</b>	4,654,491	1.1	2,198,677	0.5
<b>VI. Crime Prevention</b>	37,900,057	9.2	44,994,343	9.9
<b>VII. Indemnification Insurance</b>	3,298,223	0.8	3,417,715	0.8
<b>Missing</b>	11,964,097	3.0	36,995,902	8.1
<b>Total</b>	<b>411,680,304</b>	<b>100.0</b>	<b>454,232,197</b>	<b>100.0</b>

Source: BJA Recipient Databases, 1996 and 1997; 1998 data were not available.

**Exhibit 4-7**

**PERCENT DISTRIBUTION OF 1996 AND 1997 FUNDS ON APPLICATION,  
COMPARED TO SELF-REPORTED POST-AWARD DISTRIBUTION OF 1998 FUNDS**

Purpose Area	From Original Applications*		Reported in Survey**
	1996	1997	1998
<b>I. Law Enforcement</b>			
<b>A. Hiring</b>	15.1	12.0	2.8
<b>B. Overtime</b>	12.3	10.7	9.8
<b>C. Equipment</b>	45.2	47.7	52.2
<b>II. Enhancing Security</b>	3.3	2.9	3.0
<b>III. Drug Courts</b>	3.7	2.5	2.3
<b>IV. Enhancing Adjudication</b>	6.3	4.9	2.8
<b>V. Multi-Jurisdictional Task Force</b>	1.1	0.5	0.9
<b>VI. Crime Prevention</b>	9.2	9.9	10.0
<b>VII. Indemnification</b>	0.8	0.8	0.1
<b>Missing</b>	3.0	8.1	16.2
<b>TOTAL</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

\*BJA Recipient Databases, 1996 and 1997

\*\*Survey of 1998 Grantees

**Exhibit 4-8**

**PROPOSED HIRING OF NEW OFFICERS**

No. of Officers	1996 Jurisdictions		1997 Jurisdictions	
	Number	Percent	Number	Percent
<b>0</b>	2,561	91.5	2,771	93.2
<b>1-10</b>	229	8.2	176	5.9
<b>More than 10</b>	8	0.3	2	0.1
<b>Missing data</b>	0	0.0	23	0.8
<b>Total</b>	2,798	100.0	2,972	100.0

Source: BJA Recipient Databases, 1996 and 1997; 1998 data were not available.

**Exhibit 4-9**

**PROPOSED HIRING OF SUPPORT PERSONNEL AS USE FOR FUNDS**

No. of Support Personnel	1996 Jurisdictions		1997 Jurisdictions	
	Number	Percent	Number	Percent
<b>0</b>	2,544	90.9	2,765	93.0
<b>1-10</b>	216	7.7	178	6.0
<b>More than 10</b>	38	1.4	6	0.2
<b>Missing data</b>	0	0.0	23	0.8
<b>Total</b>	2,798	100.0	2,972	100.0

Source: BJA Recipient Databases, 1996 and 1997; 1998 data were not available.

**4.2.2 LLEBG Funds at Work**

At the time the evaluation began in January 1998, jurisdictions had been in possession of LLEBG funds for a little over a year (funds were first made available in September 1996). Because jurisdictions had a total of 27 months to spend this grant money (funds had to be obligated within the 24-month period, but jurisdictions had another three months to expend the funds), the evaluation team was not expecting to find that many funds had been spent.

**Expenditure Rate.** The data from the Progress Information Forms confirmed that hypothesis. Exhibit 4-10 shows, for the most complete reporting period (1996 PIF 2), jurisdictions reporting spending approximately 18.4 percent of their total grant award. As explained in Section 3, however, these data are both unreliable and incomplete,

## Exhibit 4-10

### EXPENDITURE RATE

PIF Reporting Period	1996 Jurisdictions				1997 Jurisdictions			
	Reporting Expenditure of Funds		Total Expenditures		Reporting Expenditure of Funds		Total Expenditures	
	Number	Percent	Amount (\$ in millions)	Percent	Number	Percent	Amount (\$ in millions)	Percent
1	1,415	50.60	3.80	0.9	694	20.10	1.7	0.4
2	1,707	61.00	75.80	18.4	0	0.00	0.0	0.0
3	603	21.50	25.80	6.2	1	0.03	0.0	0.0
4	2	0.07	0.01	0.0	0	0.00	0.0	0.0
5	2	0.07	0.00	0.0	0	0.00	0.0	0.0

☐ = Data that should not have been completed at the time files were made available (March 1998).

Source: PIF, 1996 and 1997; BJA Recipient Databases, 1996 and 1997; 1998 data were not available.

leaving unresolved the issue of expenditure rate as well as changes in expenditures as compared to planned allocations.

**Collaboration/Bundling of Funds.** One issue of importance for the evaluation was whether jurisdictions used LLEBG in combination with other federal, State, or local funds, or with unexpended LLEBG funds from a previous grant year. During the in-depth phone interviews, roughly 25 percent of jurisdictions interviewed reported using the funds in a coordinated or combined manner (Exhibit 4-11). Some of the jurisdictions commented on their reasons for combining funds, stating that:

- Drug Court program was enhanced to hire Spanish speaking interpreter and Teen Court was enhanced by hiring a program coordinator;
- By combining funds with the Governor's Highway Safety Program, they were able to purchase video cameras for patrol vehicles;
- By leveraging other funds, the jurisdiction was able to fund Drug Court and MAD DADS; and
- Jurisdiction started a bike patrol. Bikes were purchased with other funds, but that grant didn't allow them to pay overtime for the bike patrol officers.

Exhibit 4-11

**JURISDICTIONS COMBINING OR COORDINATING LLEBG FUNDS,  
BY SIZE OF LLEBG AWARD  
(n=236)**

Amount of LLEBG Award to Jurisdiction*	1996/1997 Grantees Coordinating or Combining Funds**	
	Number	Percent
1,000 to 15,000	14	5.9
15,001 to 20,000	5	2.1
20,001 to 25,000	4	1.7
25,001 to 30,000	3	1.3
30,001 to 50,000	8	3.4
50,001 to 100,000	9	3.8
More than 100,000	13	5.5
Jurisdictions Not Combining or Coordinating Funds	180	76.3
<b>Total</b>	<b>236</b>	<b>100.0</b>

\* BJA Recipient Databases, 1996 and 1997

\*\* Telephone survey of 1996/1997 Grantees.

*Types of Accomplishments Achieved with LLEBG Funds.* One goal of the evaluation was to determine what was being accomplished with LLEBG funds. Section 5 discusses 18 site visits that the evaluation team conducted to report on innovative practices occurring among LLEBG grantees. Another 236 jurisdictions were asked to categorize their LLEBG-funded accomplishments into four categories (Exhibit 4-12). During the in-depth phone survey of 1996/1997 grantees, most jurisdictions claimed the upgrading of law enforcement capabilities to be the main accomplishment resulting from their grants, followed by crime prevention and reduction. The specific accomplishments highlighted by the interviewees can be found in Attachment A-4, Appendix A.



Exhibit 4-12

**TYPE OF ACCOMPLISHMENTS ACHIEVED WITH LLEBG FUNDS,  
BY SIZE OF LLEBG AWARD**

**Response to Question: "Would You Describe Your Accomplishments As  
Crime Prevention or Reduction; Coordination of Funds/Coordination of Advisory  
Agencies; Upgrading of Law Enforcement Capabilities; or Other?"**  
(n=236)\*

Amount of LLEBG Award to Jurisdiction**	1996/1997 Grantees: Accomplishments with Grant Funds***			
	Crime Prevention/ Reduction (n=122 of 236)	Coord. of Funds/ Agencies (n=19 of 236)	Upgrading Law Enf. Capabilities (n=193 of 236)	Other (n=13 of 236)
10,000 to 15,000	27	3	53	3
15,001 to 20,000	13	2	17	0
20,001 to 25,000	11	3	15	3
25,001 to 30,000	4	1	10	1
30,001 to 50,000	21	5	30	2
50,001 to 100,000	16	1	31	2
> 100,000	30	4	37	2
<b>Total</b>	<b>122</b>	<b>19</b>	<b>193</b>	<b>13</b>

\* Jurisdictions could respond with more than one type of accomplishment.

\*\* BJA Recipient Databases, 1996 and 1997

\*\*\*Telephone survey of 1996/1997 Grantees

**SECTION 5.**

**Innovative Practices Supported with LLEBG Funds**

## 5. INNOVATIVE PRACTICES SUPPORTED WITH LLEBG FUNDS

An important goal of the evaluation design was to identify and describe innovative practices that might have been supported by local jurisdictions with LLEBG funds. Identifying such practices, however, represented a significant challenge, because block grants have traditionally not been clearly associated with discrete local practices, much less innovative ones. Instead, block grant funds (in criminal justice and also other areas such as social services and housing) have frequently been commingled with funds from other sources, or used to supplement existing operations, or both. In all three of those circumstances, it is very difficult to uniquely associate block grant funds with any specific local practices.

In order to achieve this goal, the evaluation team first had to identify sites in which innovative practices appeared to be supported by LLEBG funds. This was done by:

1. Compiling a list of self-nominated innovative practices collected during telephone interviews with 1996/1997 grantees (provided in Attachment A-4, Appendix A);
2. Identifying additional innovative practices with assistance from the LLEBG's project monitors at the U.S. Department of Justice;
3. Contacting a representative of the sites with claimed innovative practices, using a screening protocol (provided in Attachment A-5, Appendix A), and then selecting 18 sites that best fit the screening criteria; and
4. Conducting site visits and using a protocol (included in Attachment A-6, Appendix A).

For the purposes of the evaluation, the innovativeness of two types of practices were assessed: *substantive* practices (e.g., crime mapping, delinquency prevention programs, drug courts) and *process* practices (e.g., ways of adopting or implementing specific practices). The importance of substantive practices is straightforward. Process practices were considered important in part because of the distinct nature of the LLEBG application and allocation processes, which required public input and might have encouraged collaboration. For instance, by making the grant award to a unit of general purpose government and not the law enforcement agency, the local jurisdictions might have been stimulated to develop creative and innovative partnerships across agencies. As another example, by calling for public hearings and an explicit priority-setting and

allocation process, the LLEBG program might have encouraged local agencies to collaborate with local community groups in some new way. The practices described in the remainder of this section, therefore, represent innovations of either a substantive or a process nature, or both.

The “innovativeness” of a practice (defined in more detail in Section 5.2) was based on the determination by the evaluation team that the practice met at least one of the following criteria:

- Reflected a distinctive partnering of agencies or agencies and communities (e.g., seemed to be the first time that such agencies were working together—see *First Time Collaborations*); or
- Represented a case of an early adoption of a practice within some confined group (e.g., the entire state, a region, or all jurisdictions across the country of a certain size—see “*Early Adoption*” of *Practice in the State, or for the Type of Agency*).
- Was not necessarily at the cutting edge of the state-of-the-art, but had program features that were distinctive (see *Distinctive Program Features*); and
- Was of federal policy interest in the criminal justice field (e.g., certain data-driven practices are currently a priority—see *Other Types of Innovativeness*);

## 5.1 GENERAL FEATURES OF 18 INNOVATIVE PRACTICES

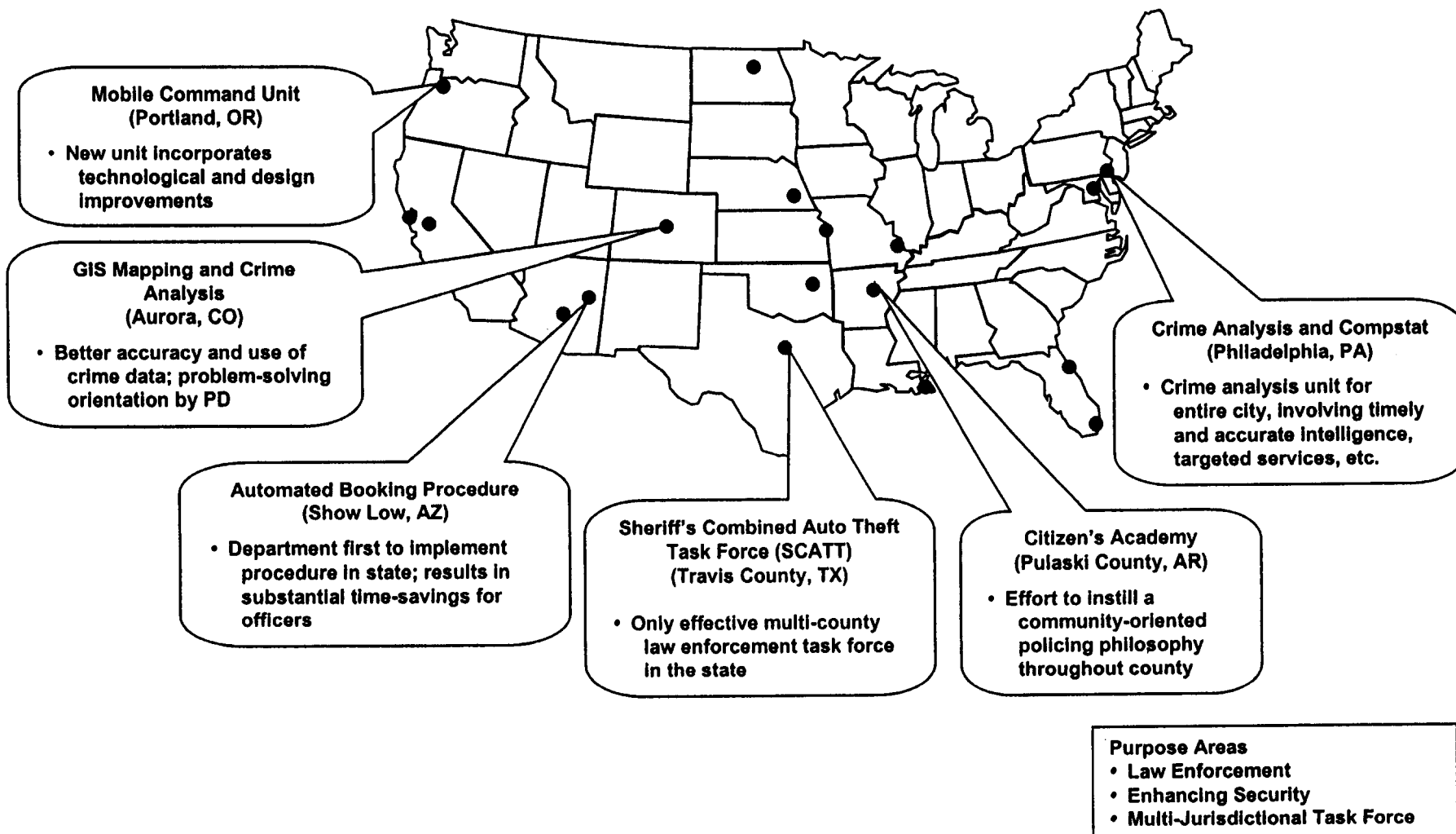
A summary of the features of the innovative practices is provided below.

*Most of the Practices Were in Urban Areas.* Appendix D provides brief descriptions of the 18 practices, their geographic locations, and the size of populations covered by their communities. Appendix E contains a more detailed summary and a logic model for each of the 18 practices. Most of the practices were in urban areas. Exhibits 5-1 and 5-2 illustrate the bulk of the practices by associating them graphically with their geographic location and then distinguishing between law enforcement practices (Exhibit 5-1) and practices outside of law enforcement (Exhibit 5-2).

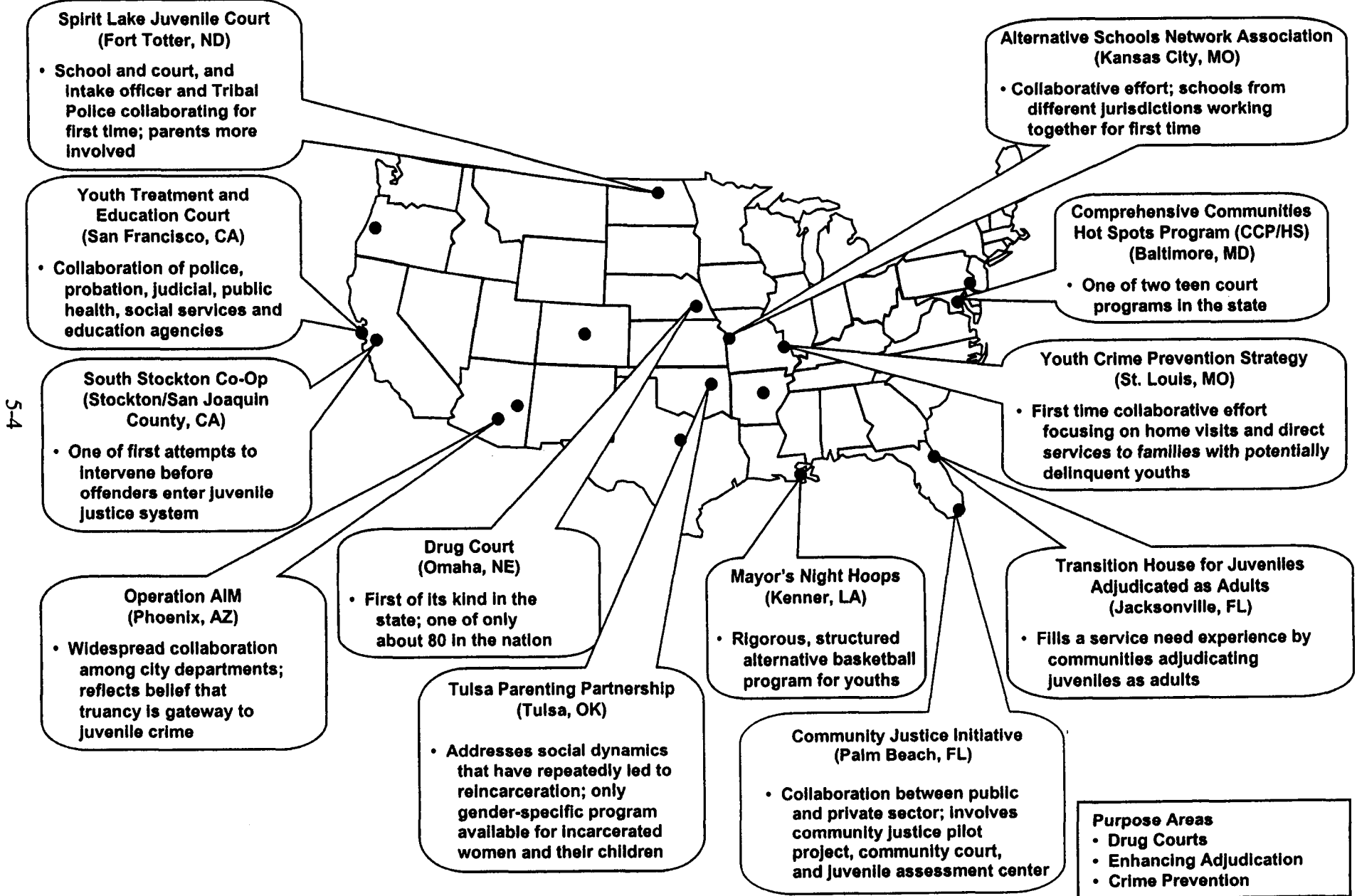
Exhibit 5-1

ILLUSTRATIVE LAW ENFORCEMENT PRACTICES

5-3



**ILLUSTRATIVE PRACTICES, OUTSIDE OF TRADITIONAL LAW ENFORCEMENT**



5-4

***Practices Were Highly Varied.*** Because of the screening criteria, the practices were highly varied in any number of ways in addition to their geographic distribution or sector of activity. Some of the salient differences were as follows:

- The lead agency for the practice was the law enforcement agency (police or sheriff's department) in 7 cases, another criminal justice agency in 5 cases, a non-law enforcement agency (e.g., parks and recreation or schools) in 3 cases, and a partnership or local executive's office in 3 cases;
- The amount of LLEBG funds used to support the practices varied—from about \$5,000 to over \$2,000,000 per year (the median was about \$78,000 in 1997);
- The percentage that this amount represented relative to the entire allocation of LLEBG funds to the jurisdiction varied (from less than 5% to nearly 100%—the median was about 7%); and
- Five of the practices cited funds from other sources (State, local, private) in support of the practice, six cited other federal sources, and four cited both.

Appendix F lists the individual practices along with these characteristics.

***LLEBG Funds Were Often Bundled with Funds from Other Sources.*** Among these characteristics, the bundling of funds with those from other sources was by no means accidental or merely an administrative happenstance.<sup>1</sup> The site visits found that other available funds might have been available earlier, but often had constraints—e.g., could be used for operations but not for equipment. In contrast, despite the naming of the purpose areas as well as other restrictions on spending for specific items, the LLEBG funds provided jurisdictions with a needed flexibility that could complement the other funds. In this sense, the LLEBG funds served a catalytic role in leveraging the other available resources.

***Jurisdictions Exhibited Reductions in Crime, but Level of Reduction Varied.*** While all jurisdictions reported a decreased crime rate between 1996 and 1998, the percent change varied from a low of minus 3 percent to a high of minus 53 percent. The

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<sup>1</sup>The original grant application package did clearly state that the LLEBG funds “cannot be used to supplant State or local funds, but instead to increase the amount of funds that would be available otherwise from State and local sources,” and in this sense may have promoted the bundling and leveraging that was found among the 18 practices.

median change in crime rate was about minus 10.5 percent—just under the national average of minus 11 percent. Exhibit 5-3 shows total Part I violent crimes and crime rates for each of the jurisdictions visited, as well as the percent change in their crime rates.

## 5.2 THE INNOVATIVENESS OF THE PRACTICES

Although the 18 practices had all been screened for their innovativeness, the data collection explicitly aimed at corroborating the earlier expectations. Appendix G contains brief descriptions of the innovative aspects of each practice as determined by the site visits.

Not all of the practices were highly unusual or extremely technologically advanced. However, each practice did meet a reasonable criterion representing *innovativeness of use*. The importance of such a criterion—compared to the traditional understanding of the term “innovative” as something unprecedented or completely original—is that it recognizes that the most important aspect of a “practice” is not necessarily whether it is “cutting-edge”, but rather its practicality and ability to suit existing operations while still representing an early, if not initial, application.

***“First-time” Collaborations.*** Six practices met the criterion of involving innovative partnerships among agencies—the agencies either within the same jurisdiction or across jurisdictions. In all cases, the practice represented the first time that such agencies had collaborated in their entire histories, thereby serving as groundbreaking (hence “innovative”) efforts. The potential significance of such collaboration is reflected in the case of one of the practices—an auto theft collaboration centered in Travis County, TX—where sheriff’s offices in 14 counties were collaborating for the first time in a State known for its tradition of independence among jurisdictions. Such a tradition meant that so large a number of jurisdictions had not previously collaborated in the entire State on any law enforcement matter, not just auto theft. Other practices involving collaboration included a truancy prevention program in Phoenix, Arizona; a youth co-op program in Stockton and San Joaquin County, California; an alternative schools network in Kansas City, Missouri; a youth crime prevention strategy in St. Louis, Missouri; and a juvenile court in Fort Totten, North Dakota.

***“Early Adoption” of Practice in the State or for the Type of Agency.*** Another four practices met the criterion of being an early adoption—the first or second time the practice had been put into place in an entire State, or for an entire class of agencies (e.g., sheriff’s offices). An example of this type of practice was a teen court in Baltimore,



Exhibit 5-3

CHANGES IN CRIME RATES, 1996-1998

State/Locale	1996		1997		1998		Percent Change in Crime Rate, 1996-1998
	Part I Violent Crimes <sup>1</sup>	Crimes per 100,000	Part I Violent Crimes <sup>1</sup>	Crimes per 100,000	Part I Violent Crimes <sup>1</sup>	Crimes per 100,000	
<b>AR</b>							
Pulaski County <sup>2</sup>	372	620.00	232	386.67	175	291.67	-52.96
<b>AZ</b>							
Phoenix	10,526	923.76	10,376	884.92	10,201	832.26	-9.91
Show Low <sup>3</sup>	unknown	unknown	unknown	unknown	unknown	unknown	unknown
<b>CA</b>							
San Francisco	9,886	1,326.75	5,849	1,133.46	7,337	989.66	-25.41
Stockton and San Joaquin County	4,322	822.40	4,105	771.68	4,126	751.26	-8.65
<b>CO</b>							
Aurora	1,629	621.36	1,658	621.05	1,496	569.98	-8.27
<b>FL</b>							
Jacksonville	9,765	1,414.47	9,437	1,343.26	8,113	1,153.64	-18.44
Palm Beach County <sup>4</sup>	N/A	N/A	9,876	985.18	7,026	677.71	-31.21
<b>LA</b>							
Kenner	717	975.54	595	809.37	465	643.48	-34.04
<b>MD</b>							
Baltimore	19,507	2,722.75	17,416	2420.28	16,024	2,419.62	-11.13
<b>MO</b>							
Kansas City	8,885	1,981.16	8,623	1,907.45	8,362	1,867.64	-5.73
St. Louis	10,203	2,727.78	9,591	2,542.54	8,848	2,570.95	-5.75
<b>ND</b>							
Fort Totten <sup>3</sup>	unknown	unknown	unknown	unknown	unknown	unknown	unknown
<b>NE</b>							
Douglas County (Omaha)	4,742	1,352.51	4,873	1,385.38	4,841	1,314.57	-2.81
<b>OK</b>							
Tulsa	4,428	1,168.88	4,596	1,204.28	4,370	1,131.39	-2.96
<b>OR</b>							
Portland	7,835	1,674.48	7,600	1,604.40	6,707	1,372.10	-18.06
<b>PA</b>							
Philadelphia <sup>5</sup>	23,367	1,528.85	N/A	N/A	21,226	1,464.45	-4.21
<b>TX</b>							
Travis County	3,859	565.19	3,870	558.37	3,438	483.80	-14.40
<b>NATIONAL</b>	<b>1,688,540</b>	<b>636.50</b>	<b>1,636,090</b>	<b>611.31</b>	<b>1,531,040</b>	<b>566.43</b>	<b>-11.01</b>

<sup>1</sup>Source: Tables 6, 8, and 10, *Crime in the United States, 1998: Uniform Crime Reports*, FBI, 1999.

<sup>2</sup>Population estimate not provided by the UCR. Estimate of 60,000 people from sheriff's department.

<sup>3</sup>Jurisdiction too small to be included in the UCR.

<sup>4</sup>Jurisdiction did not report crime statistics for 1996. Percent change represents change between 1997 and 1998.

<sup>5</sup>Jurisdiction did not report crimes for 1997.

Maryland, which the jurisdiction claimed was only one of two such courts in the entire State. In this case, the court included a component in which the victims were able to influence the selection of the appropriate sanctions. A second example was an automated booking procedure in Show Low, Arizona, which used technology unusual for the small size of the law enforcement agency (25 officers). Other practices that fell into this category included a drug court in Omaha, Nebraska; and a transition house for juveniles adjudicated as adults in Jacksonville, Florida.

*Distinctive Program Features.* Another group of four practices were considered innovative because of the distinctiveness of their program features. A Mayor's Night Hoops program in Kenner, Louisiana, for instance, called for youths to sign pledges to be drug-free and also set clear rules for being expelled from the program—and was therefore more structured than other programs of the same sort. Another practice, in Tulsa, Oklahoma, was trying to address the social dynamics contributing to re-incarceration, and to prevent incarcerated persons and their children from getting involved with the penal systems in the future. This practice was deemed innovative because of its comprehensive design (family enrichment initiatives, combined with a systematic referral network, combined with the offering of related services). The other practices in this category were a citizen's academy in Pulaski County, Arkansas; and a mobile command unit in Portland, Oregon.

*Other Types of Innovativeness.* The remaining four practices met yet other criteria for being innovative: implementing a creative, public-private bundling of funds; improving existing technology in a law enforcement agency; and making systemic changes in law enforcement agencies to implement data-driven practices and instill greater accountability among law enforcement officers. Among the data-driven practices (covering practices in Aurora, Colorado, and Philadelphia, Pennsylvania), the use of GIS-coded mapping along with crime analysis was combined with administrative re-organizations that produced previously unattained levels of accountability among the law enforcement officers. The Youth Treatment and Education Court in San Francisco, California, is an example of bundling of funds, as is a community justice initiative in Palm Beach County, Florida.

### **5.3 SPECIFIC USES OF LLEBG FUNDS IN SUPPORTING THE PRACTICES**

The site visits also clarified the actual use of the LLEBG funds in supporting these practices. Of the various categories of use, the evaluation team found that the bulk of the funds were used for salaries and equipment.

In principle, grantees could use the funds for a broad variety of items, the main exclusions being a short list of items specifically identified in BJA's original grant

application package.<sup>2</sup> Among the 18 practices, the uses of funds included salaries, equipment and supplies, facilities, and services, described below.<sup>3</sup>

**Salaries.** More than half of the sites (10 of 18) used the funds to support salaries. The salaries covered such staff as: law enforcement officers, crime analysts, corrections officers, recreation department staff, social services staff, and youth organizers. The staff worked both full- and part-time.

The most frequent rationale for such investments was that, for a new (and potentially unproven) practice, the LLEBG funds were a logical source of funds for the initial startup and implementation period. Once the practice was proven to be useful and to meet a genuine need, the jurisdiction would attempt (in many cases successfully) to gain further support for the staff from the operating budget of the relevant agency or agencies. In this sense, the LLEBG funds fulfilled a "seed money" function and avoided becoming a permanent subsidy.

**Equipment and Supplies.** The next largest group of sites (6 of 18) used LLEBG funds to purchase specific equipment and supplies, such as software and computer systems, vehicles, communications and photographic equipment, ammunition, and sports uniforms. In this sense, the LLEBG funds helped to cover "one-time-only" outlays that had been beyond the capability of their existing budget resources.

In at least one case, the planned practice had been under consideration for two years, but with no available budget support. The LLEBG funds (in this case involving both equipment and salaries) therefore served as a catalyst in getting the practice off the ground. Once the initial investment had been made and the practice shown to be highly useful, the agency was able to continue supporting the practice in later years by obtaining local resources to cover the salaries.

**Facilities.** LLEBG funds also were used at 3 of the 18 sites to pay for facilities, such as building renovation, building demolition (vacant buildings being used for illicit purposes), and office space. In the case of the renovation expense, the facility was located in the community being served and helped to make the practice reach out more readily to the people who needed to be served.

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<sup>2</sup>The listed items were tanks or armored vehicles, fixed-wing aircraft, limousines, real estate, yachts, consultants, and vehicles not primarily used for law enforcement.

<sup>3</sup>The same practice could involve more than one type of use, so the overall frequency by category of use was greater than 18.

*Services.* Another element used at a small number of sites (4 of 18) were outlays for services covering such items as drug testing, support for facilities, laundering of uniforms, and printing.

#### 5.4 A PERFORMANCE-ORIENTATION FOR ASSESSING PRACTICES

By far the most important (and surprising) finding from the 18 practices was that the jurisdictions readily cited performance measures for monitoring and assessing the practices. In other words, most of the practices had operational objectives that facilitated the identification and collection of output, if not outcome, data, and a good number had commissioned studies or data collection about their outcomes. This finding was surprising because the LLEBG mandate carries no requirement for local evaluation or assessment. Further, as mentioned earlier in this section, the uses—not to mention the outcomes—of traditional block grant funds related to law enforcement have been difficult to track in the past.

*Examples of Improved Performance.* Appendix H lists the status of performance tracking for all 18 practices. This appendix shows that more than half of the jurisdictions were already tracking project performance indicators of some sort. From a conceptual standpoint, the indicators covered both “outputs” (e.g., the immediate result of a practice in terms of target persons served or number of cases processed) and “outcomes” (e.g., the later result of a practice in terms of a reduction in criminal activity or in recidivism). Examples include:

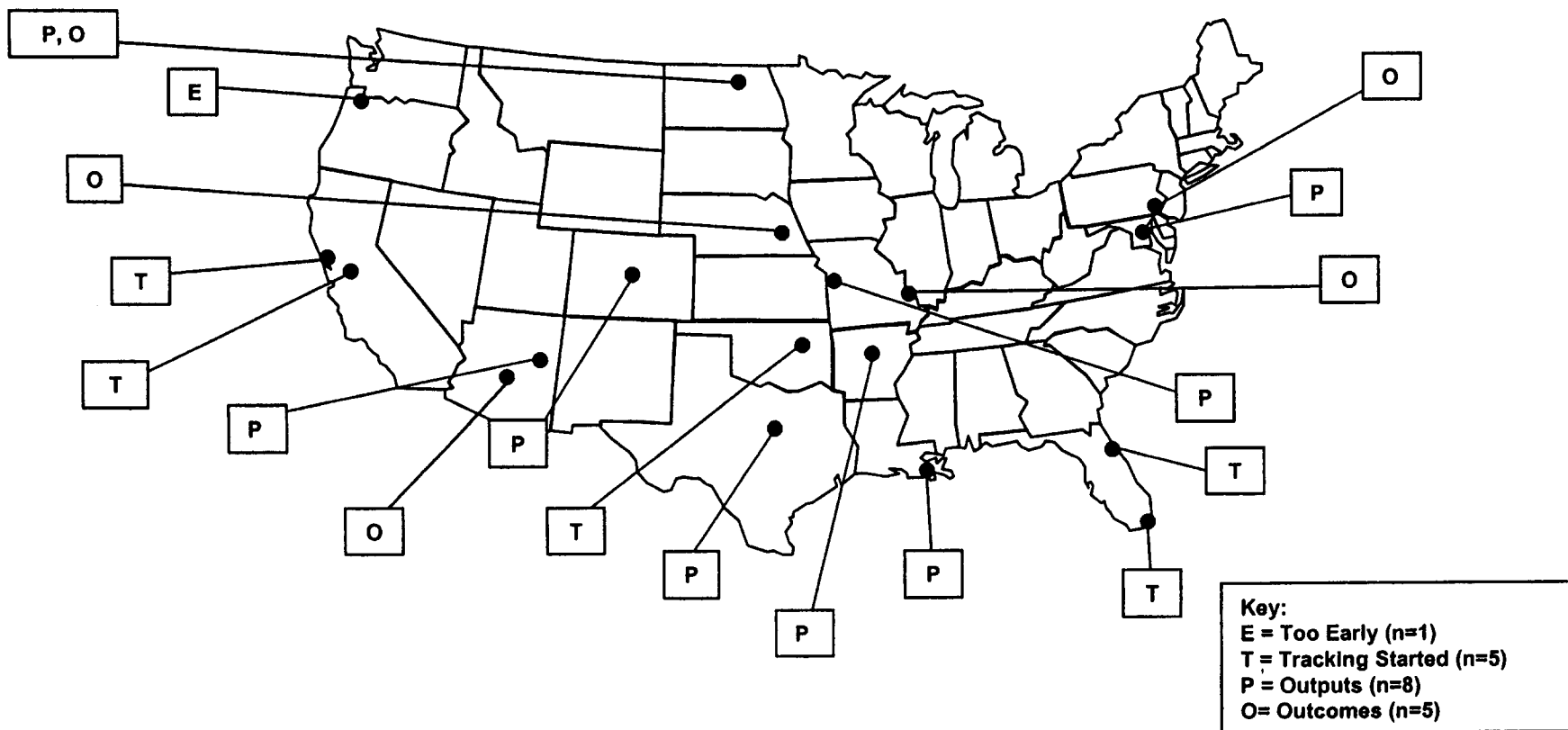
- Changes in reported crime and in arrests, where the practice was aimed at juveniles, tracking of juvenile crime, and youth arrests;
- Changes in recovery of stolen property (vehicles) and in reported auto thefts;
- Recidivism rates for offenders going through drug courts compared to traditional adjudication;
- Reductions in cost in processing cases;
- Improvements in school attendance and reductions in truancy; and
- Decreases in arson calls and in arson.

Exhibit 5-4 shows the overall pattern of coverage of performance indicators for all the practices. The exhibit distinguishes among those sites already collecting output or

Exhibit 5-4

DATA COLLECTION ON PERFORMANCE INDICATORS

S-11



outcome data and those just starting to do so. In only one case was any tracking deemed premature, and in this case the practice was only scheduled to start in the late fall of 1999 (beyond the time of the site visit).

*Attributing Outputs and Outcomes to LLEBG-funded Practices.* The evaluation team's site visits augmented the sites' performance tracking by assembling operational logic models for each practice. The purpose of the logic models was to test the connection, conceptually, between the funding of the practices and the indicators being tracked. The logic models were based on information collected during the site visits.

Two of the 18 logic models are illustrated in Exhibits 5-5a and 5-5b. In these, as well as the other cases, the logic models showed that a plausible argument could be made that changes in the indicators could be attributed to the funded practices. However, these logic models were only based on the evidence collected during brief (1- to 2-day) site visits. More in-depth inquiry would be needed to produce more definitive results.

*Implications for Further Research.* This outcome-orientation should be considered a major finding from the entire evaluation and suggests at least two lines of future research, discussed below.

*1. The Possible Importance of Organizing According to "Projects".* The ability to identify categories of relevant outcomes seems to be associated with an important organizational principle—that the jurisdictions had chosen to use the LLEBG funds in conjunction with specific "projects." Using funds for a specific project means the prior identification of project goals and strategies—hence leading more easily the defining of logical outcome categories.

Frequently, such projects were defined through a formal procedure because LLEBG funds were only allocated after a written proposal had been submitted and reviewed within the jurisdiction. Whether such a project orientation is a by-product of the LLEBG allocation requirements—e.g., holding of public hearings and submitting of a formal proposal to the federal government—or reflects a broader change independent of LLEBG funding should be the topic of further inquiry.

*2. The Possible Importance of a New Trend Toward Local Accountability.* Further, the orientation toward outcomes also may come from a new trend in local practices—that agencies have increasingly become accountability-oriented, and hence the identification and monitoring of outcomes has become an acceptable and important procedure.

Exhibit 5-5a

ILLUSTRATIVE LOGIC MODEL NO. 1: OPERATION AIM

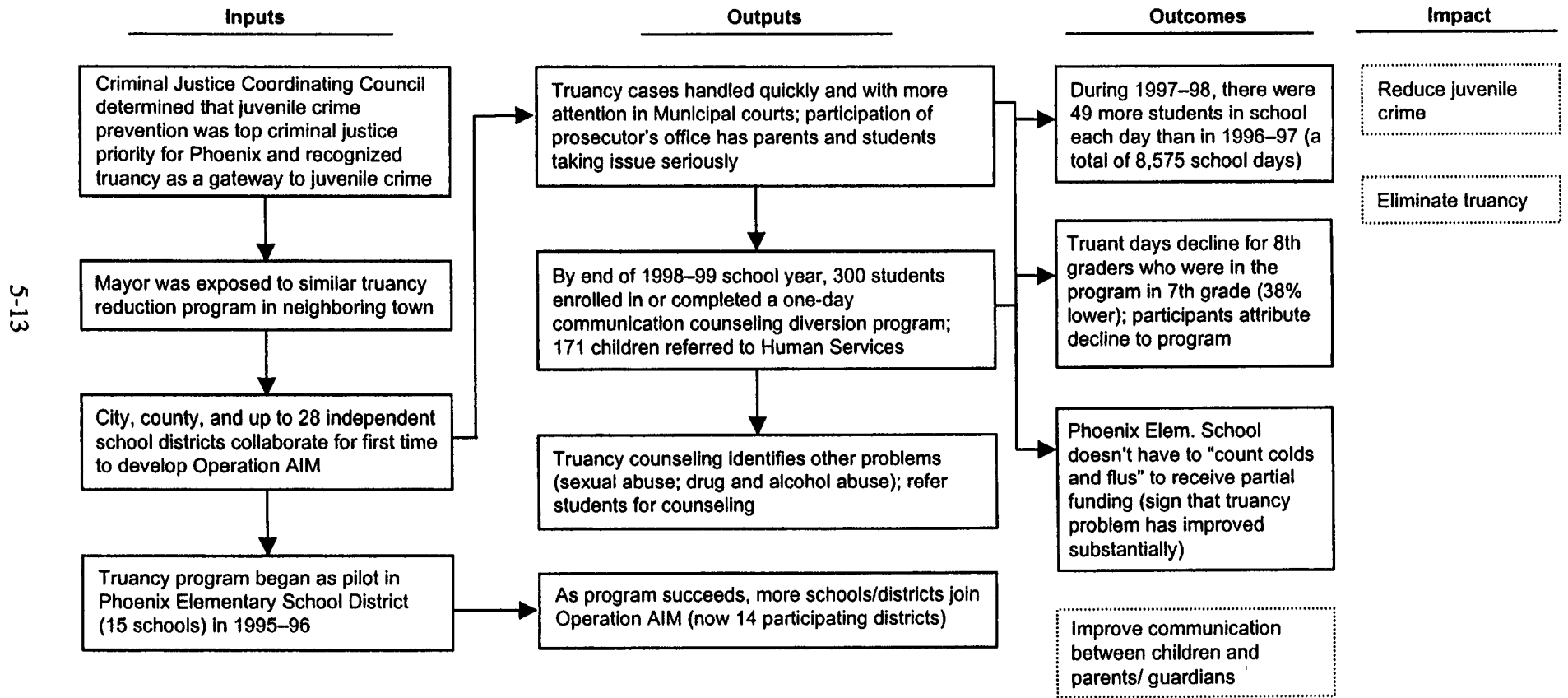
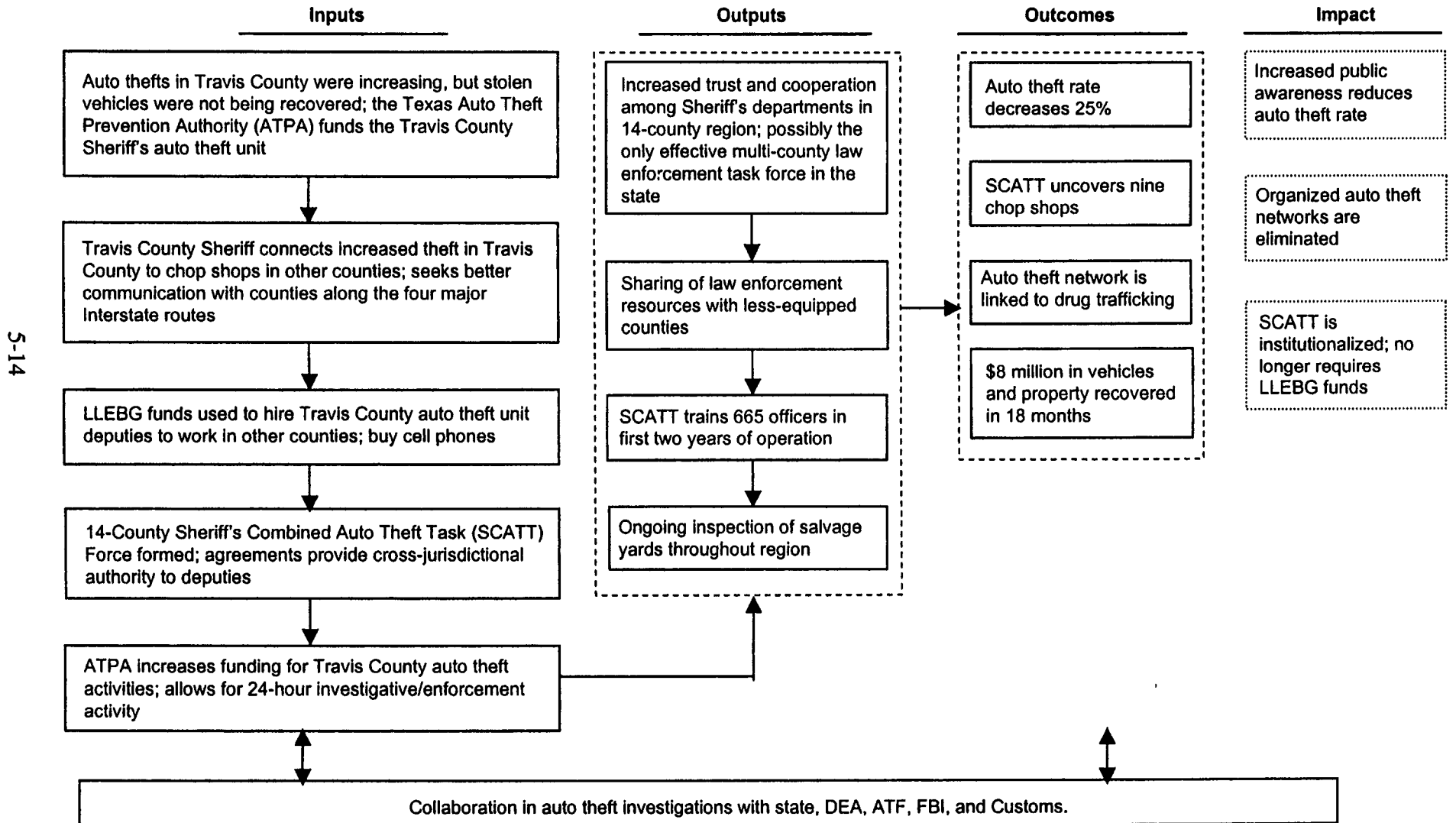


Exhibit 5-5b

ILLUSTRATIVE LOGIC MODEL NO. 2: SHERIFF'S COMBINED AUTO THEFT TASK FORCE





For instance, in law enforcement, an argument can be made that such accountability derives directly from the "problem-solving" approach (e.g., Goldstein, 1990) that has become prevalent in many law enforcement agencies. As another example, the greater attention to community-agency collaboration in many arenas, not just law enforcement, also may have influenced all local agencies in the same direction. More broadly, a considerable body of research has demonstrated that there has been a fundamental change in American governments toward becoming organized around solving problems, achieving specified results, and producing outcomes. The potential importance of these various strands of accountability, and whether the outcomes-orientation found in the LLEBG practices is part of such trends, also deserves to be the topic of much future inquiry.

**SECTION 6**

**Summary and Conclusions**

## 6. SUMMARY AND CONCLUSIONS

Since 1996, the LLEBG program has been providing local jurisdictions with nearly half a billion dollars annually—a sum that comes with few restrictions and requires minimal paperwork. The result is that approximately 3,000 jurisdictions have had the opportunity to fund a wide variety of programs.

***Impact of LLEBG Funding.*** LLEBG is a major contributor of federal funds to local jurisdictions, accounting for nearly 20 percent of federal funds available for use in law enforcement. Even with funding from LLEBG and other federal programs, State and local jurisdictions still carry approximately 95 percent of the expenses associated with law enforcement every year. While LLEBG funds represent a relatively small proportion of the criminal justice expenditures of local jurisdictions, representatives of such jurisdictions routinely revealed that the LLEBG funds were quite important to them.

***Improvements Being Made to Electronic Application and Reporting System.*** The LLEBG program struggled initially with its move to an electronic application and filing system. As a result, records from the first two grant years are at best unreliable. Jurisdictions expressed frustration with the electronic system, stating that they were often unable to use the diskette provided to them or that the document was created using an antiquated electronic application no longer compatible with many computers. Approximately 30 percent of jurisdictions responded that using the electronic system was either “difficult” or “very difficult,” as compared to an average of 13 percent responding in a similar manner to all other questions regarding the application process, combined.

As the program has matured, new electronic systems have been incorporated to ensure the validity and accuracy of record keeping. Jurisdictions can now complete all application forms, and soon all reporting forms, on the Internet. This should eliminate the frustration many jurisdictions experienced using the diskettes provided to them during the first two grant years. The improved recordkeeping also will allow the program to investigate spending patterns more thoroughly.

***Grantees' Impressions of the LLEBG Program.*** Jurisdictions were asked about their impressions of the LLEBG program during the Fax and telephone surveys, and the responses indicated that grantees are overwhelmingly satisfied with the program. Some types of jurisdictions (i.e., large cities and Indian tribes) did face more difficulties in some areas than the group as a whole, but most jurisdictions did not recommend changes to the program. Among the limited suggestions for possible changes, the most frequent included allowing more funds for the smaller or rural jurisdictions, changing the matching fund requirement, and redefining the issue of disparity.

*Use of Funds.* While many jurisdictions found that the best use of funds was for badly needed equipment upgrades (new radios, recorders, lightbars, etc.), several of the communities used the opportunity to implement programs that likely would not have started without LLEBG funding. Some of the specific practices investigated by the evaluation team during site visits include:

- A transition house for released juveniles who were adjudicated as adults;
- A drug court program; and
- A GIS mapping and crime analysis department.

Many other jurisdictions used the grant funds as an opportunity to collaborate with various agencies and organizations. Analysis of the application database showed that while law enforcement agencies were the organizations most frequently listed as the contact agency, persons with titles that indicated they were either civilians or elected officials were listed in more than 35 percent of the cases. In addition, during in-depth phone interviews, nearly 25 percent of the jurisdictions stated that they had coordinated or combined LLEBG funding in some manner. Some of the programs involving coordinated efforts that were investigated during the site visits include:

- A multi-county law enforcement task force;
- A juvenile delinquency prevention program involving collaboration among many city departments; and
- A program designed to find alternative schooling for students experiencing difficulties with traditional school programs.

*Outcomes and Future Inquiry.* Several jurisdictions are using program funds in outcome-oriented ways that stress accountability and results. This outcome-orientation is considered a major finding from the entire evaluation and deserves further research. Given this finding, as the LLEBG program matures, the following questions may be considered worthy of further evaluation:

- To what extent is the outcomes-oriented approach being utilized by LLEBG grant recipients?
- In what ways is the outcome-oriented approach being used, and with what results? Is this approach being used only with respect to LLEBG grants or more broadly?

- How did the outcomes-orientation evolve in these jurisdictions?
- Did the LLEBG funds facilitate this orientation, and if so, how?
- Beyond the outcomes-oriented use of LLEBG funds, how has organizational change been brought about to create broader “seamless” or results-oriented governments”?
- How can the findings about these changes be shared most effectively with local as well as federal initiatives?

**APPENDIX A**

**Evaluation Objectives,  
Activities, and Methods**

**ATTACHMENT A-1**

**Focus Group Report**

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A-1	Focus Group Report
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## **EVALUATION OBJECTIVES, ACTIVITIES, AND METHODS**

### **A.1 EVALUATION OBJECTIVES**

The evaluation was primarily designed to provide policymakers and practitioners with information on the implementation and funding processes of the Bureau of Justice Assistance's Local Law Enforcement Block Grant Program (LLEBG). The four topics to be covered were:

- 1) How LLEBG funds were utilized;
- 2) The identification and analysis of decision-making models;
- 3) The identification of innovative uses of the funds; and
- 4) An assessment of BJA's new electronic application process.

To fulfill these objectives, the evaluation team collected data three ways: through a review of the LLEBG grant records; through "consumer polls" (fax surveys) and in-depth telephone interviews of LLEBG grantees; and through site visits to LLEBG grantees showing innovative uses of the funds. Each of these is discussed in the remainder of this section.

### **A.2 GRANT RECORDS FROM THE BUREAU OF JUSTICE ASSISTANCE (BJA)**

Important to the evaluation were records of awards, maintained by BJA. The following section describes the procedures for using the files.

#### **A.2.1 Duplication of Jurisdiction Records Within and Between Files**

A majority of jurisdictions received grants in both 1996 and 1997. In order to sample from a list of unique jurisdictions and to avoid sending two faxes to the same jurisdiction, the 1996 award record for a specific grantee was deleted if there was also a 1997 award record for that same grantee, leaving only the most recent information for that jurisdiction.

The process for eliminating 1996 award records when a 1997 award record existed was time consuming. Initially the team used zip codes to identify potentially duplicate jurisdictions within files, sorting Excel working files into zip code order. Where there were duplicate zip codes the team confirmed whether the government type (county or city

or state) was unique (and correct), checked to see if the award amounts were the same and also looked at contact information for duplication. As an example, the zip code for a state jurisdiction and the zip code of the state capital were often the same. Likewise a city and a county seat could have duplicate zip codes. Whether a jurisdiction was unique was determined by checking the jurisdiction name (e.g., State of Ohio or Columbus, Ohio), the government type code (1 for a state, 3 for a city) and comparing the grant amount. If they were unique, they both remained in the sample pool. However, if the zip codes were the same, the jurisdiction names the same, and the grant amounts the same, it was assumed that records had been duplicated and one of the records was dropped from the sample pool.

Deleting duplicate entries between files was more complex because most of the jurisdictions received grants in both 1996 and 1997. Because new unique Grant IDs were issued to jurisdictions for each grant year those could not be used as identifiers. The team used a combination of zip codes and city names to identify duplicate records. Much of this effort had to be done by visual scanning of the files rather than an automated search and matching process.

#### **A.2.2 Obtaining Population Data for Sampling**

The project team used the databases to create a sample that was used to complete two fax surveys and two in-depth telephone surveys. One sampling criterion that was considered was the population size of the applicant jurisdictions. Population data for these jurisdictions were not available from BJA so the team implemented a procedure to match place names (jurisdiction names) with FIPS (Federal Information Processing Standards) codes in 1990 Census data.

Place names, or jurisdictions names, had to be spelled and referenced in a way that was consistent with the 1990 Census tapes used to obtain FIPS codes and population data. Using a character string search command, programmers were able to isolate jurisdiction names and add consistent and appropriate government type indicators for a majority of the jurisdictions. For example, to match the Census files, a county had to be named Morgan County, not County of Morgan; a parish in Louisiana had to be named Bienville Parish, not Parish of Bienville. If a jurisdiction name included the word "Saint," it had to be abbreviated and include the period, "St." Cities and towns had to be called Rochester City, for example, not City of Rochester. This automated approach was effective for 70 percent of the jurisdiction names in the files but the remainder had to be corrected one by one. The last step was to search for duplicate FIPS codes and duplicate populations; the duplicate jurisdictions were dropped from the sample pool if duplication was confirmed.

In cases where the same jurisdiction received a grant in both 1996 and 1997, the 1997 record in the sample was used on the theory that the contact information would be more current.

The population of states was not an issue since all states were sampled. Likewise, all Native American Tribes were sampled, so population data were not acquired.

### **A.2.3 Incorrect Codes for Government Types**

Before sampling by government type, i.e., county, city, state, tribe, the indicator codes were updated. Some of these codes were corrected during the process of deleting duplicate records, based on the jurisdiction name and contact information. This too was an iterative process, requiring several passes through the files and visual scanning.

## **A.3 SURVEYS**

Surveys of LLEBG recipients, focused on: the grant application process, the “purpose areas” funded by the grants, and any innovative uses of grant funds. To do these surveys, the evaluation team:

- Designed and conducted a focus group to identify areas to be addressed in the surveys;
- Developed a sampling plan for two surveys (e.g., fax, and telephone) of LLEBG recipients;
- Designed the fax and telephone interviews of LLEBG recipients;
- Collected the data for both the fax and telephone surveys of LLEBG recipients at two points in time; and
- Conducted a telephone survey of nonrecipients.

The following section describes the sampling plan, instrument development, data collection methods, data entry, data coding, data quality checks, and data analysis.

### **A.3.1 Design of the Data Collection**

To achieve the project goals, the project team conducted two waves of data collection during the two-year project period. The first wave of data collection began in the summer of 1998, and included a fax survey of jurisdictions who received grants from

BJA in either 1996 or 1997, and a telephone survey of a sample of respondents to the fax survey. The fax survey focused on the application process, including the electronic application process, writing the grant, securing the matching funds, and so forth. The telephone survey focused on activities of local advisory boards, the allocation of LLEBG funds, and best practices.

The second wave of data collection was conducted in the Summer and Fall of 1999, and followed the same format as the surveys of the 1996/1997 grantees. The second fax survey asked about LLEBG grants awarded in 1998 (or the year of the most recent award). The telephone interviews asked about 1998 grants. The following sections describe the methodology for both waves of data collection.

### **A.3.2 Instrument Development**

At the beginning of the evaluation, a focus group was held with recipients of LLEBG grants. The purpose of the focus group was to identify subject matter about which recipients wanted to learn more. The results of the focus group also helped in designing the survey instruments. The focus group report and focus group moderator's guide are in Attachment A-1.

### **A.3.3 Development of the Sampling Plan**

This section describes the sampling plans for the surveys of LLEBG recipients.

*Sampling Plan for the Fax Survey.* The objective of the sample design was to select a sample from the BJA 1996 and 1997 recipient files (F96050JP.XLS and LLEBG97.XLS) that was large enough to net a minimum of 1,300 responses based on an estimated response rate of 60 percent. Specific subsets of the applicant population were of special interest. Specifically, all cities with populations over 750,000, all Native American tribes, all states and territories, and all counties that received grants were targeted for the fax survey. Cities, towns, and municipalities with populations under 750,000 were sampled.

The frame for the sample of cities with populations under 750,000 was 2,532 governments. The cities were stratified by population, with population size defined as follows: 1-12,500, 12,501-25,000, 25,001-50,000, 50,001-750,000. Within each population size class, the governmental units were sorted by four Census Regions and by state. A sort by block grant award amount was believed to be unnecessary due to the 0.96 correlation between population size and grant award amount. A systematic sample of cities was selected with equal probability. The city frame size, and the designated sample size are shown in Exhibit A-1.

### Exhibit A-1

#### BREAKDOWN OF SAMPLE OF CITIES, TOWNS, AND MUNICIPALITIES (POPULATIONS UNDER 750,000)

Population Size	Number in Frame	Target Sample Size
1-12,500	766	319
12,501-25,000	634	265
25,001-50,000	586	244
50,001- 75,000	545	277
Total	2,531	1,055

Exhibit A-2 shows the breakdown by jurisdiction for the target sample for the fax survey. The identical sample was used for the surveys of 1996/1997 grantees and for the 1998 grantees.

### Exhibit A-2

#### TARGET SAMPLE SIZE FOR FAX SURVEYS

All 54 states and territories in the BJA recipient files
All 24 Indian Tribes in the BJA recipient files
All 860 counties in the BJA recipient files
All 11 cities with populations over 750,000
A sample of 1,058 cities (population 750,000 or less), towns, municipalities, and townships (randomly selected as described above).

*Sampling Plan for the Telephone Surveys of LLEBG recipients.* A subset of respondents to the fax survey was contacted to obtain more information about the application and allocation of 1997 LLEBG funds. The goal was to obtain responses from at least 200 grant recipients. The first criterion for selection was that the jurisdiction responded to the initial fax survey, and the jurisdiction had a 1997 Grant Identification number. States were excluded from the sample pool for the in-depth telephone interview since states acted primarily as a conduit to smaller jurisdictions (receiving less than \$10,000 in LLEBG funds). Only one of the 42 responding states used its own grant funds for equipment or overtime.

For both waves of data collection, all Native American Tribes and cities with populations over 750,000 who responded to the fax survey were called.

#### **A.3.4 Fax Surveys**

The 1996/1997 Fax survey included 12 customer satisfaction questions that were answered using a Likert scale (1=very easy to 5=very difficulty). The twelve questions focused on the application process, negotiating local agreements on uses of LLEBG grant funds, securing local matching funds, and the pre-application public hearings. In addition, there were three open-ended questions that asked for suggestions or changes to the application process and grant program.

The 1998 Fax survey included all but one of the customer satisfaction questions; however, several questions were added that focused on the percentage of LLEBG funds spent on each of the seven purpose areas, and the areas that benefitted the most from the receipt of the LLEBG award.

#### **A.3.5 Telephone Interviews**

The telephone interview of recipients included open-ended and closed-ended questions, and focused on the following areas:

- The role and impact of the advisory board and public hearings;
- Innovative practices for which the LLEBG funds were used;
- Appeals about distribution of funds; and
- Experiences with the electronic application system.

Copies of the fax and telephone survey instruments are in Attachment A-2.

#### **A.3.6 Data Collection from 1996/1997 Grantees**

*Fax Survey.* The fax was addressed to the contact person listed in the source file provided by BJA. The fax consisted of three pages: a delivery cover sheet, the one-page survey, and a "pre-addressed" return cover sheet with a project-dedicated 800 number for the fax machine. The top portion of the fax cover sheet included the name of the contact person as listed in the BJA application file, the name of the jurisdiction (Montgomery County or the City of Rochester, for example), and the fax number of the jurisdiction. The bottom half of the cover sheet was a letter of introduction requesting the cooperation of the jurisdictions in completing and returning their responses by fax.

A survey of 2007 states, counties, Native American tribes and cities that received block grants was conducted by fax. The outgoing faxes were sent in batches using WinFax Pro™ to merge a Microsoft Word™ file and an Access™ file of fax numbers, jurisdiction name and contact name. The Word file contained the cover letter, one page of survey questions, and return fax cover sheet. The LLEBG Grant ID number was used as the unique identifier for each jurisdiction and the number was printed on each page of the outgoing fax. Incoming faxes were received on a project-dedicated fax machine; thus there was no competition with other incoming faxes. The completed sample size for the fax survey is shown in Exhibit A-3.

**Exhibit A-3**

**BREAKDOWN OF THE SAMPLE FOR  
THE FAX SURVEY OF 1996/1997 LLEBG GRANTEES**

Jurisdiction Type	Designated Sample Size	Completed Sample Size	Response Rate (Percentage)
States	54	46	85
Counties	860	737	86
Native American Tribes	24	17	71
Cities over 750,000 population	11	8	73
All other cities, towns, and municipalities	1,058	769	73
<b>Total</b>	<b>2,007</b>	<b>1577</b>	<b>79</b>

A small sample of jurisdictions (n=42) that did not receive awards responded to the fax survey. The non-recipients included 1 Indian Tribe, 16 small cities, and 42 counties.

**Telephone Survey.** The telephone survey was conducted by Westat's Telephone Research Center (TRC). Trained interviewers contacted a sample of jurisdictions and contacted the person who responded to the fax survey. The respondent to the fax survey was interviewed over the telephone unless there were personnel changes. If that were the case, the person who was responsible for LLEBG was interviewed. The completed sample size for the phone survey is shown in Exhibit A-4.

**Telephone Survey of Non-recipients of LLEBG Awards.** A small sample of applicants for LLEBG grants who did not receive awards because they declined them or decided not to apply for funds were surveyed by telephone. Due to the lack of information in the source file about jurisdictions that declined awards, only a very small sample of non-recipients was interviewed. A detailed discussion of the procedures for the telephone survey of non-recipients is in Attachment A-3.

**Exhibit A-4**

**BREAKDOWN OF THE SAMPLE FOR  
TELEPHONE INTERVIEWS WITH 1996/1997 LLEBG GRANTEES**

<b>Jurisdiction Type</b>	<b>Completed Sample Size</b>
Counties	48
Native American Tribes	13
Cities over 750,000	5
All other cities, towns, and municipalities	169
<b>Total</b>	<b>235</b>

**A.3.7 Data Collection from 1998 Grantees**

The following sections discuss the data collection from 1998 LLEBG grantees.

*Fax Survey of 1998 Grantees.* For the Fax survey of 1998 grantees, the same designated sample was used. The procedures used in the Fax survey of 1996/1997 grantees were used in Fax survey of 1998. Section A.3.6 describes these procedures. Exhibit A-5 shows the designated sample size, completed sample size, and response rates for the Fax survey of 1998 grantees.

**Exhibit A-5**

**BREAKDOWN OF THE SAMPLE  
FOR THE FAX SURVEY OF 1998 LLEBG GRANTEES**

<b>Jurisdiction Type</b>	<b>Designated Sample Size</b>	<b>Completed Sample Size</b>	<b>Response Rate (Percentage)</b>
States	54	35	65
Counties	860	476	69
Native American Tribes	24	6	25
Cities over 750,000 population	11	9	82
All other cities, towns, and municipalities	1,058	731	69
<b>Total</b>	<b>2,007</b>	<b>1257*</b>	<b>63</b>

\*Completed sample size for grantees who received LLEBG funds in 1998



*Telephone Survey of 1998 Grantees.* The procedures for the telephone survey of 1998 grantees were similar to those used to survey 1996/1997 grantees. The respondent to the fax survey was contacted by Westat's telephone research staff, and interviewed over the telephone. Exhibit A-6 shows the completed sample size for the telephone survey of 1998 grantees.

**Exhibit A-6**

**BREAKDOWN OF THE SAMPLE FOR  
TELEPHONE INTERVIEWS WITH 1998 LLEBG GRANTEEES**

<b>Jurisdiction Type</b>	<b>Completed Sample Size</b>
Counties	107
Native American Tribes	2
Cities over 750,000	1
All other cities, towns, and municipalities	190
<b>Total</b>	<b>300</b>

**A.3.8 Data Entry, Coding, and Data Quality Checks**

Data were either entered into an Access database (fax and telephone surveys of 1996/1997 grantees) or entered into a data entry system (COED) designed by Westat (surveys of 1998 grantees). Several steps were taken to ensure the accuracy of the data and to "clean" the database of incorrect entries. For instance, data entry was either checked manually or, in the case of the 1998 grantee survey information, the data were double entered. Discrepancies in data collection were identified, and the databases were corrected. To further ensure the accuracy of the data, range checks were performed on all numerical variables. The databases were again updated after the range checks were performed. SAS system files were created for data collected from the 1996/1997 grantees and the 1998 grantees.

**A.4 SITE VISITS**

An important part of the evaluation was to identify and describe innovative practices that might have been supported by the LLEBG. This section first describes how the evaluation team identified the innovative practices, selected a small number (n=18) for site visits, and then conducted the site visits.

For the purposes of the evaluation, two types of local practices were acceptable: substantive practices (e.g., crime prevention) and *process* practices (e.g., ways of adopting or implementing specific practices). The valuing of process practices was made in part because of the distinct nature of the LLEBG application and allocation processes.

#### A.4.1 Seeking Nominations.

To track possible practices, the evaluation team queried two sources. The first were the LLEBG project monitors at the U.S. Department of Justice, who periodically carry out their own monitoring site visits. The second were the grantees themselves.

Project monitors were asked to identify grants using LLEBG funds “in innovative ways” or used for “innovative decision-making processes.” From this source came 37 nominations. Grantees responding to the telephone survey were asked about innovative practices as part of the larger number of survey questions:

- 18a. “Do you think your jurisdiction is doing anything innovative *with the LLEBG funding?*” [If no, skip to Question 19.]
- 18b. “*Please describe the innovation:*”
- 18c. “*Is this practice or program part of a broader plan or strategy for any systemic changes in your jurisdiction?*”

In neither case was any definition of “innovativeness” given to the respondents.

From the grantees, the results were that 232 out of 236 respondents named and described at least one practice. The evaluation team was surprised by this high frequency of responses, especially given that the question was embedded in a larger questionnaire, and respondents were not necessarily specifically forewarned that information about any specific practice would be needed. The high response rate served as the first indication that LLEBG funds may be traceable to specific practices, rather than simply being used as part of and agencies’ general revenue. Even if not all of them were later found innovative, the grantees’ abilities to associate the funds with specific practices—having goals and potential outcomes—was itself considered to be an important finding from the evaluation. Attachment A-4 contains the 232 nominations.

#### A.4.2 Screening Nominations

The evaluation team selected a subset of these nominations for further screening. The selection process paid attention to:

- a. Coverage of the LLEBG purpose areas (trying to cover most of them);
- b. Geographic (e.g., urban and rural) and cultural (e.g., Native American tribes) diversity;
- c. Geographic distribution across the country; and
- d. Distribution of practices between those carried out strictly by law enforcement agencies compared to those by non-law enforcement agencies.

The “innovativeness” of the practice was based *either* on the evaluation team’s judgment—that a practice:

- a. Had not been in place for a long time in the field—but not necessarily that it was at the cutting edge of the state-of-the-art;
- b. Reflected a distinctive partnering of agencies or agencies and communities (e.g., seemed to be the first time that such agencies were working together); or
- c. Was of federal policy interest in the criminal justice field (e.g., certain data-driven practices are currently a priority);

*or* the claims made by the nominator that the practice:

- d. Represented a case of an early adoption within some circumscribable group (e.g., the entire state, a region, or all jurisdictions across the country of a certain size).

The “boxed” items in Attachment A-4 show the 35 of the 232 nominations in the grantee pool that the evaluation team felt might meet any of these criteria and therefore selected for further screening. The team also selected 9 of the 37 nominations made by the project officers for further screening.

The screening process involved a formal protocol (see Attachment A-5 for an illustration of a completed protocol from one site), which called for direct (telephone) contact with the grantee site and the subsequent collection of additional oral and documentary information about the practice. With the receipt and review of this additional information, the evaluation team chose 18 practices to be the subjects of site visits.

**ATTACHMENT A-2**

**Survey Instruments**

**FAX SURVEY OF 1996/1997 GRANTEES**

**FACSIMILE TRANSMITTAL COVER SHEET**

**Cover sheet plus 2 pages**

**EVALUATION OF THE  
LOCAL LAW ENFORCEMENT BLOCK GRANT PROGRAM (LLEBG)**

Fax: (To be merged by WinFax Pro)  
To: (To be merged by WinFax Pro)  
Grant Number: (To be merged by WinFax Pro)  
Jurisdiction: (To be merged by WinFax Pro)

Date: August 3, 1998

From: Robert K. Yin, Ph.D.  
COSMOS Corporation  
Phone: (301) 215-9100, Ext. 39  
Michael Davis, Ph.D.  
Westat  
Phone: (301) 294-2833

Fax: (800) 814-1675

Dear LLEBG Grantee:

The Bureau of Justice Assistance, National Institute of Justice, has selected COSMOS Corporation, an independent research company, and Westat, subcontractor to COSMOS, to conduct an evaluation of the Local Law Enforcement Block Grant (LLEBG) application process. The results of the survey will be used to improve the application process for block grants.

When you have answered the questions, please return your responses by fax to (800) 814-1675 using the attached cover sheet. If you did not receive an LLEBG grant in 1996 or 1997, complete and return only the attached fax cover sheet. If you wish to speak to someone, contact Ms. Meg Gwaltney by phone at (301) 215-9100, Ext. 239, Dr. Michael Davis at (301) 294-2833, or by email at [LLEBG@WESTAT.COM](mailto:LLEBG@WESTAT.COM).

Thank you for your participation in this evaluation.

Sincerely,

Dr. Robert Yin  
Project Director  
COSMOS Corporation

**(Continued)**

(Fax Survey of 1996/1997 Grantees, cont.)

FACSIMILE TRANSMITTAL COVER SHEET  
Cover sheet plus 1 page  
(Grant Number to be merged by WinFax Pro)

EVALUATION OF THE  
LOCAL LAW ENFORCEMENT BLOCK GRANT PROGRAM  
(LLEBG)

To: Ms. Meg Gwaltney  
COSMOS Corporation  
Dr. Michael Davis  
Westat

Fax: (800) 814-1675

Date: \_\_\_\_\_

From: \_\_\_\_\_

Jurisdiction: \_\_\_\_\_

Fax: \_\_\_\_\_ Phone: \_\_\_\_\_

**If you received a Local Law Enforcement Block Grant (LLEBG) in fiscal year 1996 or 1997 please complete the questions on the next page and fax your responses to us using this cover sheet.**

If you did not receive a grant, please check here and return this cover sheet.

\_\_\_\_\_ This jurisdiction did not receive any LLEBG money in fiscal year 1996 or 1997.

Completed by: \_\_\_\_\_  
(Enter name of person completing survey)

Jurisdiction: \_\_\_\_\_  
(City, County or State)

PHONE NUMBER: ( \_\_\_ ) \_\_\_ - \_\_\_\_\_

(Continued)

**(Fax Survey of 1996/1997 Grantees, cont.)**

*Please tell us how easy or difficult the following tasks were to complete . . .*

	Very Easy	Easy	Neither Easy or Difficult	Difficult	Very Difficult	N/A
1. Getting local people involved in the application process.	1	2	3	4	5	N/A
2. Dealing with red tape at the local level.	1	2	3	4	5	N/A
3. Dealing with red tape at the Department of Justice.	1	2	3	4	5	N/A
4. Negotiating local agreements on uses of LLEB grant money.	1	2	3	4	5	N/A
5. Writing the grant.	1	2	3	4	5	N/A
6. Securing the 10% local matching funds.	1	2	3	4	5	N/A
7. Dealing with the time between filing out application and release of funding.	1	2	3	4	5	N/A
8. Dealing with the restrictions on the use of the funds as defined by the 7 purpose areas described in the grant.	1	2	3	4	5	N/A
9. Preparing for the pre-application public hearings.	1	2	3	4	5	N/A
10. Using the electronic application process.	1	2	3	4	5	N/A
11. Using the electronic periodic reporting system.	1	2	3	4	5	N/A
12. Improvement of our local law enforcement practices as a result of the LLEB grant.	1	2	3	4	5	N/A

13. Please name the two greatest barriers in obtaining your Local Law Enforcement Block Grant.

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14. If you could change the eligibility criteria for the LLEBG, what changes would you make?

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15. If you could redefine the conditions for allocating LLEBG money, what changes would you make?

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**TELEPHONE SURVEY OF 1996/1997 GRANTEES**

**EXTENDED INTERVIEW OF LLEBG RESPONDENTS TO FAX SURVEY**

**Introduction.** Hello, my name is ( \_\_\_\_\_ ) and I'm calling on behalf of the Bureau of Justice Assistance and the National Institute of Justice. Your agency was chosen from among those that responded to the fax survey about your Local Law Enforcement Block Grant. We have some more questions about your LLEBG allocation for fiscal year 1997.

First I'd like to confirm your name and title, and the name of your agency.

**Confirm:** Name of respondent:  
Title:  
Name of Agency:  
Telephone Number:

The first questions are about the distribution of the 1997 funds.

1. What agencies received any portions of the 1997 LLEBG funds?

Law enforcement agency #1: \_\_\_\_\_  
*(If only one agency used the funds, go to Q 5.)*  
Law enforcement agency #2: \_\_\_\_\_  
Law enforcement agency #3: \_\_\_\_\_  
Other agency: \_\_\_\_\_  
Other agency: \_\_\_\_\_

2. Were there any problems allocating the funds to the agencies?

Yes 1 Go to Q 3  
No 2 Go to Q 5

3. Was there an appeal?

Yes 1  
No 2 Go to Q 5

4. Was the appeal to the State Attorney General's Office or to another place?

State Attorney General's Office 1  
Another place/office, specify 2  
\_\_\_\_\_

**(Continued)**



(Telephone Survey of 1996/1997 Grantees, cont.)

5. Did you combine or coordinate any of your LLEBG funds with other federal, state, or local funds or with unexpended LLEBG funds from the previous grant year?

Yes 1 Go to Q 6a  
No 2 Go to Q 7

6a. Did the combined funds help the agency to accomplish its objectives? (PROBE: Include joint initiatives and more comprehensive strategies)

Yes 1  
No 2 Go to Q 7

6b. How did the fact that the funds were combined help?

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These next questions are about the Advisory Board for the LLEBG funds.

7. What agencies or community organizations were represented on the Board?  
Check all that apply. Probe for agencies in each of the five categories.

No Advisory Board

Local Law Enforcement Agencies

- Local or municipal law enforcement  
 County law enforcement or sheriff's department  
 Other local law enforcement agency

Specify \_\_\_\_\_

Local Prosecutor's Office/District Attorney

- Prosecutor's office  
 Other local prosecutor's office representative

Specify \_\_\_\_\_

Local Court System

- Courts (Court Administrator) - Adult or juvenile  
 Judges - Adult or juvenile  
 Probation Department - Adult or juvenile  
 Other court system agencies such as corrections, pre-trial services, victim services,

Specify \_\_\_\_\_

(Continued)

(Telephone Survey of 1996/1997 Grantees, cont.)

Public School System

- School district
- Other public school system representatives,  
Specify \_\_\_\_\_

Local non-profit educational, religious or community groups active in crime prevention or drug use prevention or treatment

- Private community-based organizations such as substance abuse treatment, youth services,  
Specify \_\_\_\_\_
- Grassroots organizations, such as neighborhood crime prevention, civic improvement,  
neighborhood councils,  
Specify \_\_\_\_\_
- Business Community/ Chamber of Commerce
- Faith Community

Other Community Groups

- Mayor's office/ City manager, County Administrator
- City or County council
- Municipal or county agency such as community centers, health, housing, recreation, neighborhood  
service coordinators,  
Specify \_\_\_\_\_
- Other \_\_\_\_\_

8. Did the Advisory Board make recommendations about uses of the LLEBG funds, did they simply accept the (jurisdiction's) recommendations, or was there a mixture of the two? [PROBE: Circle only one.]

- |  |   |
|--|---|
| Advisory Board made recommendations                        | 1 |
| Advisory Board accepted the jurisdiction's recommendations | 2 |
| Mixture of the two   | 3 |

Now I have some questions about the public hearing for the LLEBG application.

9a. Was there a public hearing about the LLEBG application?

- |     |   |            |
|-----|---|------------|
| Yes | 1 | Go to Q 9b |
| No  | 2 | Go to Q 16 |

9b. When was the hearing held in relation to the application process, (before or after)?

- |        |   |
|--------|---|
| Before | 1 |
| After  | 2 |

(Continued)

(Telephone Survey of 1996/1997 Grantees, cont.)

10. How was the hearing announced?

Circle all that apply.

- |   |     |    |
|---|-----|----|
| a. Newspaper  | Yes | No |
| b. Radio  | Yes | No |
| c. Bulletin board(s) in police department/town hall | Yes | No |
| d. Web site   | Yes | No |
| e. Other,   | Yes | No |
- Specify \_\_\_\_\_

11. What was the primary purpose of the hearing?

- |  |   |
|--|---|
| Solely for the purposes of the grant application | 1 |
| Regularly held town meeting                      | 2 |
| Regularly held police/community hearing          | 3 |
| Other, specify _____                             |   |

12. How many people attended the hearing (approximately)?

(Probe for members of the public.)

\_\_\_\_\_ People

13. Did the hearing raise any issues about the uses of LLEBG funds?

- |     |   |             |
|-----|---|-------------|
| Yes | 1 | Go to Q 14  |
| No  | 2 | Go to Q 15a |

14. What were some of the issues?

List no more than 5.

- 1.
- 2.
- 3.
- 4.
- 5.

15a. Do you think the hearing was helpful or not helpful to the allocation process?

- |             |   |
|-------------|---|
| Helpful     | 1 |
| Not helpful | 2 |

15b. Why was it (helpful/not helpful)?

\_\_\_\_\_

(Continued)

(Telephone Survey of 1996/1997 Grantees, cont.)

16. I'm going to read a list of the LLEBG allocation categories. Please tell me which were the three largest categories for the final allocation of the 1997 grant funds. (NOTE: If 1997 funds have not yet been allocated, ask for intended allocation.)

CHECK THREE CATEGORIES.

- a. Overtime \_\_\_\_\_
- b. Hiring \_\_\_\_\_
- c. Equipment \_\_\_\_\_
- d. Enhance Security \_\_\_\_\_
- e. Drug Court \_\_\_\_\_
- f. Enhance Adjudication \_\_\_\_\_
- g. Multi-jurisdiction \_\_\_\_\_
- h. Indemnity \_\_\_\_\_
- i. Crime Prevention \_\_\_\_\_

Next, I have some questions about accomplishments as a result of the LLEBG funds.

17. From either the 1996 or 1997 grant, would you describe your accomplishments as...

CIRCLE ALL THAT APPLY

- a. Crime prevention or reduction? Yes No
  - b. Coordination of funds, coordination of advisory agencies? Yes No
  - c. Upgrading of law enforcement capabilities? Yes No
  - d. Other Yes No
- Specify \_\_\_\_\_

18. Why do you think the LLEBG funds have been important to your jurisdiction, especially if the funds helped you to accomplish things that may not have been possible otherwise? [Listen for three kinds of objectives that may overlap.]

- **process objectives**, such as combining LLEBG funds with other funds to achieve a certain objective;
- **substantive objectives** such as specific law enforcement activities like reducing crime in a certain neighborhood or gang reduction;
- **pragmatic objectives** such as spending money on equipment (bulletproof vests, computers) or other one-time items since funding might not be renewed.]

19. Was this what you intended to do when you started (the application process)?

Yes 1 Go to Q 20  
No 2

If no, explain (what you intended).

(Continued)

**(Telephone Survey of 1996/1997 Grantees, cont.)**

The last two questions are about the electronic application process.

20. What is your opinion of the electronic application process?

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21. If all problems associated with the electronic application process were resolved, what would your opinion be?

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That concludes our questions about 1997 LLEBG. Thank you for your participation. Someone may call you to clarify or expand some of the points we have discussed in this interview.

(Interviewer: the name and phone number at the top of the first page will be used in the follow-up.)

**Confirm:**      Name of respondent:  
                    Title:  
                    Name of Agency:  
                    Telephone Number:

Record any anecdotal comments from the respondent about the application process, the grant funds, their use, etc.

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## FAX SURVEY OF 1998 GRANTEES

### Local Law Enforcement Block Grant (LLEBG) Evaluation Fax Survey

The following questions relate to your experience with funds from the 1998 Local Law Enforcement Block Grant. If you did not apply for a grant in 1998, answer the questions for the most recent year you received a Local Law Enforcement Block Grant.

Please tell us how easy or difficult the following tasks were to complete:

	Very Easy	Easy	Neither Easy nor Difficult	Difficult	Very Difficult	Not Appli- cable
1. Getting local people involved in the application process.	1	2	3	4	5	N/A
2. Dealing with red tape at the local level.	1	2	3	4	5	N/A
3. Dealing with red tape at Bureau of Justice Assistance.	1	2	3	4	5	
4. Negotiating local agreements on uses of LLEB grant money.	1	2	3	4	5	N/A
5. Writing the grant application.	1	2	3	4	5	
6. Securing the 10% local matching funds.	1	2	3	4	5	N/A
7. Dealing with the time between filling out application and release of funding.	1	2	3	4	5	
8. Dealing with the restrictions on the use of the funds as defined by the seven purpose areas described in the grant.	1	2	3	4	5	N/A
9. Preparing for the pre-application public hearings.	1	2	3	4	5	N/A
10. Using the electronic application process.	1	2	3	4	5	N/A
11. Using the electronic periodic reporting system.	1	2	3	4	5	N/A

12a. What was the greatest barrier you encountered while trying to obtain your 1998 Local Law Enforcement Block Grant or for the most recent grant year?

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(Continued)

(Fax Survey of 1998 Grantees, cont.)

12b. What was the second greatest barrier?

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13. Approximately what percent of your 1998 LLEBG funds will be spent in each of the following seven purpose areas? (Total should equal 100%.)

- (a) \_\_\_\_ % Hiring, training, and employing additional law enforcement officers
- \_\_\_\_ % Paying overtime to presently employed law enforcement officers
- \_\_\_\_ % Procuring equipment, technology, and other material.
- (b) \_\_\_\_ % Enhancing security measures in and around schools and in and around any other facility or location that is considered to have special risk for incidents of crime.
- (c) \_\_\_\_ % Establishing drug courts.
- (d) \_\_\_\_ % Enhancing the adjudication of cases involving violent offenders.
- (e) \_\_\_\_ % Establishing multi-jurisdictional task forces to prevent and control crime.
- (f) \_\_\_\_ % Establishing crime prevention programs.
- (g) \_\_\_\_ % Paying for costs of indemnification insurance for law enforcement officers.

14. Thinking just about your 1998 LLEBG funds, which area was most helped by the LLEBG funds? If two areas were equally helped, check both.

- (a) ..... Initiating new programs or practices that were planned but unfunded.
- (b) ..... Collaborating with agencies within your jurisdictions for the first time or at a new level.
- (c) ..... Collaborating with other jurisdictions for the first time or at a new level.
- (d) ..... Purchasing equipment that you would not otherwise have been able to afford.
- (e) ..... Other (please specify) \_\_\_\_\_

15. Is there anything else about the LLEBG process that you think is important for BJA to know? (Please note the LLEBG grant year to which your comments pertain.)

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## TELEPHONE SURVEY OF 1998 GRANTEES

### EXTENDED INTERVIEW OF LLEBG RESPONDENTS TO FAX SURVEY

Introduction. Hello, my name is ( \_\_\_\_\_ ) and I'm calling on behalf of the Bureau of Justice Assistance and the National Institute of Justice. Your agency was chosen from among those that responded to the fax survey about your Local Law Enforcement Block Grant. We have some more questions about your LLEBG allocation for fiscal year 1998.

First I'd like to confirm your name and title, and the name of your agency.

**Confirm:**      Name of respondent:  
                    Title:  
                    Name of Agency:  
                    Telephone Number:

The first questions are about the distribution of the 1998 funds.

1. What agencies received any portions of the 1998 LLEBG funds?

Law enforcement agency #1: \_\_\_\_\_  
    *(If only one agency used the funds, go to Q 5.)*  
Law enforcement agency #2: \_\_\_\_\_  
Law enforcement agency #3: \_\_\_\_\_  
Other agency: \_\_\_\_\_  
Other agency: \_\_\_\_\_

2. Were there any problems allocating the funds to the agencies?

Yes      1      Go to Q 3.  
No        2      Go to Q 5.

3. Was there an appeal?

Yes      1  
No        2      Go to Q 5

4. Was the appeal to the State Attorney General's Office or to another place?

State Attorney General's Office      1  
Another place/office, specify        2  
\_\_\_\_\_

**(Continued)**



(Telephone Survey of 1998 Grantees, cont.)

5. Did you combine or coordinate any of your LLEBG funds with other federal, state, or local funds or with unexpended LLEBG funds from the previous year grant?

Yes 1 Go to Q 6  
No 2 Go to Q 7

- 6a. Did the combined funds help the agency to accomplish new objectives such as joint initiatives or more comprehensive strategies?

Yes 1  
No 2 Go to Q 7

- 6b. How did the fact that the funds were combined help?

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- 7a. Did your agency collaborate with any other agency or jurisdiction in the use of the funds?

Yes 1  
No 2 Go to Q 8

- 7b. Was this the first time you have collaborated with this other agency or jurisdiction?

Yes 1  
No 2

These next questions are about the Advisory Board for the LLEBG funds.

8. What agencies or community organizations were represented on the Board?  
Check all that apply. Probe for agencies in each of the five categories.

No Advisory Board

Local Law Enforcement Agencies

Local or municipal law enforcement

County law enforcement or sheriff's department

Other local law enforcement agency. Specify \_\_\_\_\_

(Continued)

(Telephone Survey of 1998 Grantees, cont.)

Local Prosecutor's Office/District Attorney

- Prosecutor's office
- Other local prosecutor's office representative.  
Specify \_\_\_\_\_

Local Court System

- Courts (Court Administrator) - Adult or juvenile
- Judges - Adult or juvenile
- Probation Department - Adult or juvenile
- Other court system agencies such as corrections, pre-trial services, victim services.  
Specify \_\_\_\_\_

Public School System

- School district
- Other public school system representatives.  
Specify \_\_\_\_\_

Local non-profit educational, religious or community groups active in crime prevention or drug use prevention or treatment

- Private community-based organizations such as substance abuse treatment, youth services.  
Specify \_\_\_\_\_
- Grassroots organizations, such as neighborhood crime prevention, civic improvement, neighborhood councils,  
Specify \_\_\_\_\_
- Business Community/ Chamber of Commerce
- Faith Community

Other Community Groups

- Mayor's office/ City manager, County Administrator
- City or County council
- Municipal or county agency such as community centers, health, housing, recreation, neighborhood service coordinators. Specify \_\_\_\_\_
- Other \_\_\_\_\_

9. Did the Advisory Board make recommendations about uses of the LLEBG funds, did they simply accept the (jurisdiction's) recommendations, or was there a mixture of the two?

Circle only one.

- Advisory Board made recommendations ..... 1
- Advisory Board accepted the jurisdiction's recommendations .... 2
- Mixture of the two : ..... 3

(Continued)

**(Telephone Survey of 1998 Grantees, cont.)**

Now I have some questions about the public hearing for the LLEBG application.

10. Was there a public hearing about the LLEBG application?

Yes 1 Go to Q 11  
No 2 Go to Q 17

11. How was the hearing announced?

Circle all that apply.

- |   |     |    |
|---|-----|----|
| a. Newspaper .....  | Yes | No |
| b. Radio .....  | Yes | No |
| c. Bulletin board(s) in police department/town hall ..... | Yes | No |
| d. Web site .....   | Yes | No |
| e. Other .....  | Yes | No |
| Specify _____   |     |    |

12. What was the primary purpose of the hearing?

- |  |   |
|--|---|
| Solely for the purposes of the grant application ..... | 1 |
| Regularly held town meeting .....                      | 2 |
| Regularly held police/community hearing .....          | 3 |
| Other, specify _____                                   |   |

13. How many people attended the hearing (approximately)?

\_\_\_\_\_ People

14. Did the hearing raise any issues about the uses of LLEBG funds?

Yes 1 Go to Q 15  
No 2 Go to Q 16

15. What were some of the issues?

List no more than 5.

- 1.
- 2.
- 3.
- 4.
- 5.

**(Continued)**

(Telephone Survey of 1998 Grantees, cont.)

16a. Do you think the hearing was helpful or not helpful to the allocation process?

Helpful	1
Not helpful	2

16b. Why was it (helpful/not helpful)?

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Next, I have some questions about accomplishments as a result of the LLEBG funds.

17a. Were the LLEBG funds used to implement a new program or initiative?

Yes	1
No	2

Go to 20.

17b. Was this program not implemented in the past due to lack of funding?

Yes	1
No	2

18a. Do you think your jurisdiction is doing anything innovative with the LLEBG funding?

Yes	1
No	2

Go to Q19

18b. Please describe the innovation.

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18c. Is this practice or program part of a broader plan or strategy for any systemic changes in your jurisdiction?

Yes	1
No	2

18d. Is this program a continuation of a program or practice funded with earlier LLEBG funds?

Yes	1
No	2

(Continued)

**(Telephone Survey of 1998 Grantees, cont.)**

19. Were there any other innovative practices that your jurisdiction funded with past LLEBG funds?

Yes 1  
No 2

20. Will this program continue if LLEBG funding stops?

Yes 1  
No 2

The last two questions are about the electronic application process.

21. What is your opinion of the electronic application process?

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22. If all problems associated with the electronic application process were resolved, what would your opinion be?

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That concludes our questions. Thank you for your participation. Someone may call you to clarify or expand some of the points we have discussed in this interview.

**ATTACHMENT A-3**

**Methodology for Telephone Survey of Non-Recipients**

## **Telephone survey of non-recipients of LLEBG (declines and non-applicants)**

### Purpose

A small number of eligible jurisdictions decided either to decline the LLEBG funds for which they were eligible or they decided not to apply for LLEBG funds. Westat was asked to interview a sample of these jurisdictions to determine why they did not apply for funds or why they declined funds. No information in any of the BJA files enabled us to determine in advance whether jurisdictions had declined funds after application, or if they had decided not to apply. Therefore, this group is referred to as the "non-recipients." As described below there was difficulty in determining whether or not jurisdictions were, in fact, non-recipients.

### Participants

Because of the difficulty in identifying non-recipients, telephone interviewing was conducted in three waves or groups.

Group 1 consisted of 42 jurisdictions, sampled in the fax survey, which responded that they did not receive a grant in 1996 or 1997. In the results section below, the reader will see that of the 28 jurisdictions we were able to recontact (of the 42), 24 did, in fact, receive a grant and 4 did not.

Jurisdictions in groups 2 and 3 were created by matching zip codes in the 1996 and 1997 eligibility files with zip codes in the 1996 and 1997 application files. (As the eligibility files did not contain a Grant ID the zip code was the best field to use as a "unique" identifier.) The belief was that, if a jurisdiction had applied for LLEBG, the zip code would be present in both the application file and the eligibility file. Based on this match, over 440 jurisdictions were found to be in the 1997 eligibility file and not in

the 1997 application file; over 540 jurisdictions were found to be in the 1996 eligibility file and not in the 1997 eligibility file.

For Group 2, a sample of 83 jurisdictions was selected: 31 eligibles from 1996, 30 eligibles from 1997, and 22 jurisdictions that were eligible in both 1996 and 1997. We were asked to sample 30 eligibles from both 1996 and 1997, but we encountered problems with the files. In the course of interviewing these jurisdictions, it became clear that a little over one-half, in fact, received grants in 1996 and/or 1997.

Therefore, for Group 3, we compared each jurisdiction on a one-by-one basis against the applicant file in the remaining pool of "eligible non-recipients", and identified an additional 44 jurisdictions that were "non-recipients," or, at least, did not appear in either the 1996 or 1997 applicant file.

### Questions

The questions in the non-recipient survey sought to confirm first of all whether or not the jurisdiction applied for or declined LLEBG funds in either 1996 or 1997. If the jurisdictions did not apply, we asked why not; if they declined we asked why they declined. For those that did apply in either year, we asked if they applied for the full amount available to them. Finally, we asked if they received funds from other grants such as the Byrne Formula Grant, COPS, or Weed and Seed. A copy of the Telephone Survey of Non-recipients of Local Law Enforcement Block Grants is attached.

### Problems

Source files for the sample pool for this group were the 1996 and 1997 applicant files from and two other files designated as 1996 and 1997 eligibility files. The eligibility



files had no Grant ID and only minimal contact information; one of the eligibility files had no contact information at all. The award amount listed in the eligibility files was presumed to be the amount for which the jurisdictions were eligible if they chose to apply. Matching the eligibility files against the application files generated a combined pool of almost a thousand jurisdictions.

1. Definition issue: non-applicants versus decliners.

It was impossible to tell from any of the BJA files whether a jurisdiction had declined a grant. Each jurisdiction that applied was given a Grant Identification number and entered into the applicant file for the appropriate year. If the jurisdiction subsequently declined to accept the money the jurisdiction name was not removed from the file. From anecdotal evidence we understood that at least one jurisdiction had to decline grant money due to the matching requirement. However, this was not indicated in the applicant file. Early in the process, then, the two groups were combined into a group known as the non-recipients of LLEBG funds.

2: Identifying non-recipients

In the BJA files, a distinction could NOT be made between jurisdictions that chose not to apply for a grant and jurisdictions that may have applied for a grant and then later declined to accept it.

The only jurisdictions for which there was contact information were those in the BJA application files. Without calling all of the other unsampled and nonrespondent jurisdictions, only 42 jurisdictions could be identified through responses to the fax survey. These 42 jurisdictions indicated that they did not receive a grant in 1996 or in 1997.

Results/Response Rates

Group 1: 42 cases, self-reported as non-recipients on the fax survey  
24 received grant money  
4 did not receive grant money  
14 non-respondents

Group 2: 83 cases including 31 jurisdictions in both 1996 and 1997 files, and 30  
from 1996 and 22 from 1997 eligibility files.  
41 received grant money  
39 did not receive grant money  
2 non-respondents  
1 did not know whether they received funds or not.

Group 3: 44 jurisdictions  
3 received grant money  
38 did not receive grant money  
2 non-respondents  
1 did not know whether they received funds or not

**ATTACHMENT A-4**

**Self Nominated Innovative Practices  
Using Local Law Enforcement Block Grant Money  
(232 of 236)**

**SELF NOMINATED INNOVATIVE PRACTICES  
USING LOCAL LAW ENFORCEMENT BLOCK GRANT MONEY  
(232 OF 236)**

Grant Number	Jurisdiction	Innovative Process or Practice
1. 96LBVX1589		Tribals acts underfunded - helped them pay cash for juvenile prosecution and to run programs in schools to work w/kids directly to keep them in school and reduce absenteeism. Also to prosecute families for truancy of their children - made them understand importance of sending their kids to school. As a result school absenteeism decreased from 20% to 9%. Has also seen reduction in crime as result of increased in person contact w/kids and families.
2. 97LBVX3026	Atmore Police Department	Purchased vehicle for officer patrolling local jurisdiction and business district; an 8 block drug infested/high crime area. Has lead to significant decrease in property crimes and new ability to coordinate between community and drug task force since patrol officer in this vehicle acts as a liaison.
3. 97LBVX2660	City of Upland Police Dept.	A portion of the grant was used to buy pocket tape recorders (for general use-saves time at crime scenes). They hired a new sergeant and a new dispatcher which decreased work loads on a daily basis.
4. 97LBVX4539	City of Escalon Police Dept.	They purchased light bases for squad cars, micro-cassette players and night vision equipment. This equipment was purchased for general crime prevention and to improve their capabilities-not for a specific program or initiative.
5. 97LBVX4563	City of Naples Police Dept.	The allocation has not been spent yet but they plan to purchase new radios for officers and computer upgrades. They may combine funds with another grant to purchase these. The radios and upgrades will be used for general public work.
6. 97LBVX3805	Danville Police Dept.	The funds allowed them to purchase much needed equipment such as fingerprint kits, traffic radar units and video systems, squad car equipment, and pagers for the video systems.
7. 97LBVX0355	Webster Police Dept.	Light bar for top of police cars - high visibility for Public Safety Bunker - shield used in drug raid provides officers safety road crosswalk signs, warns public that cross walks are coming up. Provide safety for pedestrians, radar guns - speed board makes public aware of speeding and has reduced problems with speeders.
8. 97LBVX3404	City of Yonkers Police	They were able to put officers in schools to help prevent violence. That was about 90% of the \$. About 10% of the \$ was spent on Mobile Commands and other equipment. The officers in the schools got better information in order to help prevent gang violence.
9. 96LBVX2451	Munhall City Police	Radio communications improved with new radios and they upgraded all of their P.C.'s with Pentium processors. Has streamlined work efforts and has made more information available faster.
10. 96LBVX3773	Police Dept. City of Richland Hills	Provided officers with mobile data terminals which links them up with state, national data. Several agencies (4-5 agencies with adjoining boundaries) on same mobile network now able to share data and communicate with each other, has directly increased access to car registration into immed. lic. #checks, criminal histories, dept. to dept. broadcast of crimes occurring immediately.
11. 97LBVX3420	City of Alexandria	The funds cover pay for 6 officers on overtime to operate PT 1 crime task

Grant Number	Jurisdiction	Innovative Process or Practice
	Police	force for grand larceny auto theft. The detail operates 5 days a week.
12. 96LBVX2416	Ouachita County Sheriff's Office	Upgraded communications capability of sheriff's office by redoing console and dispatch system to enable them to be in contact with state police and city police as well as district school buses who can now directly radio police. Has enabled all their area law enforcement agencies to work together.
13. 96LBVX3495	Sheriff Dept.	The funds allowed them to purchase new technology. They purchased a digital photo imaging system for the jail. It is used for mug shots. IT has saved great deals of time and has streamlined work. They are now able to do a photo line up by putting a description of suspects in a computer. The computer prints out pictures of similar suspects. They used to have to cut and paste pictures of old mug shots. They are able to make photo id bracelets and medical records now have photos on them. They do not have to send film out to be processed.
14. 96LBVX3739	Clayton County Sheriff's Office	They purchased the AFPS (Automatic Finger Printing System). It streamlined investigations by not having to drive 40 miles one way to the nearest crime lab and then go back to pick them up.
15. 96LBVX1129	Henderson County Sheriff's Dept.	Purchased armored vests for field officers. Purchased portable radios, shot guns, tape recorders for investigating officers. Also, fingerprinting equipment. Were in real need of so much equipment. Has enhanced every aspect of our dept.'s functioning. Also paid for overtime work on large numbers of arson crimes recently. Led to downturn in # of those crimes.
16. 96LBVX1992	Washington County Sheriff's Office	Paid overtime for police officers to serve backlog of warrants-significant reduction in this backlog. Removal of criminals from streets who otherwise would have gone on to commit further crimes. Would have been unable to accomplish without the grant.
17. 96LBVX3160	Franklin County Sheriff's Office	Purchased computer equipment for office-in house computer system to be used by civil division, detention facility, communications division, community relations, clerks, detectives. (Still moving things into place.) Will be able to computerize all their info. and readily access. Had been using outdated 80's equipment-generally only a typewriter function. This grant did not totally pay for but substantially offset the cost.
18. 96LBVX3826	Sheriff of Harnett County	Purchased 2 K-9 units for drug enforcement, drug searches and tracking.
19. 96LBVX3016	Sheriff's County of Oneida County	They started a bicycle patrol primarily for juvenile cases at events, parks and carnivals. Also, they were able to use supplemental patrols for high crime targeted areas.
20. 96LBVX2402	County of Indiana Sheriff Dept.	Wanted to hire a deputy to implement and design stringent security procedures at the courthouse
21. 96LBVX1084	Bowie County Sheriff's Dept.	Purchased laptop computers for officers in field to take statements on site. Has cut paperwork time in half and saves people time of having to come as much as 100 mile round trip to police station to give statements. Has freed police to do the physical job of law enforcement instead of so much paperwork.
22. 97LBVX5197	Washington County Sheriff's Dept.	Able to put more officers on the road(for higher visibility) to investigate. Developed form used by patrolling officers. After Officer patrols property, 1/2 of form is left at property and the other 1/2 returned to Chief to show property was checked.

	Grant Number	Jurisdiction	Innovative Process or Practice
23.	97LBVX2129	Montgomery Police Dept.	The funds were used to pay overtime to officers in order to saturate certain areas of high crime as they occur. Undercover details and an increased visual presence were enhanced. They were able to concentrate on burglaries where needed.
24.	97LBVX2376	Foley Police Dept.	Purchase of 20 900MHz radios will ensure privacy; a reliable source of communication(especially, during hurricanes), and coordination with the mayor and the courts. Purchase of a motorcycle will further community related policing and approachability.
25.	97LBVX3572	Alexander City P.D.	Only \$155 of '97 grant used. Added to '96 grant fund to purchase in-car camera system. Mounted in car, records in-front events. Helps in court, keeps P.O. in cks. and balances. Intend to buy more cameras, 2-way walkie talkies for better communications and ofcr. safety.
26.	98LBVX4518	City of Troy Police	They purchased a lap top computer for the patrol division so that they did not have to hand write reports. They training division purchased a computer to enhance training. The patrol division purchased radios and batons. All equipment was for general public work or training.
27.	97LBVX3049	Jacksonville Police Dept.	Purchased vehicles (k-9) patrol on each shift used in narcotics/public relations/schools. Reduction of 16% from 97-98 in reported crime. Makes public feel safer. Building searches, apprehensions, lost children. Been very successful on all levels.
28.	97LBVX2449	Show Low Police Dept	Automated booking procedure (officers used to spend ½ their time doing repetitive paperwork), allows officers much more time to be out on the streets (higher visibility). Best grant yet - Extremely beneficial.
29.	97LBVX3037	Kingman Police Dept.	Radar guns/batteries given to block watch captains for monitoring speeders-police issue warnings as needed to reduce speeding. Overtime used by Ofcrs for a variety of community projects-gang/crime prevention, etc., resulting in a better educated public.
30.	97LBVX3818	Coolidge Police Dept.	Purchased bicycle patrol equipment: headlights, saddlebags, helmets, kneepads for officer protection. Overtime used by Bicycle Patrol for community programs, daily neighborhood patrol resulted in arrests; O.T.- Burglary reduction Program helped locate/identify/reduced burglaries.
31.	97LBVX2064	San Bernadino County Sheriff's Dept.	They hired an officer for juvenile crime prevention and investigation. He works with the schools by doing presentations. If a crime is committed and they believe it is a juvenile, this officer does the investigation. The program has worked very well.
32.	97LBVX2212	Beverly Hills Police Dept.	Used the funds to purchase computers, video cameras and other portable equipment to set up an amateur TV station in the field. Purpose: to give immediate visual/verbal police field observation at scene of disaster or major event.

Grant Number	Jurisdiction	Innovative Process or Practice
33. 97LBVX2153	Police Dept.- City of Santa Barbara	They purchased 17 new P.C.'s. They only had 3 and this gave them 1 for each detective's desk. New software has allowed them to get crime statistics by the city block instead of large areas and this has helped pin point areas that need more police work. They can now send flyers with suspects pictures on them to area businesses through the internet instead of faxing. All of the computer hardware and software has given them more investigative capabilities and has streamlined police efforts. They did away with the old VAX system. Crime scene investigative equipment was purchased and installed in a van that can be taken to crime scenes. They used to put boxes of equipment in their car trunks and call for more equipment as needed. One piece of equipment they purchased was digital photography for finger printing at the crime scene. Overtime was paid to detectives to track down sex offenders that were registered but their where-about were unknown at the time.
34. 97LBVX2244	City of Yuba City Police Dept.	*97 funds continued upgrading computer equipment for patrol cars. Software/hardware now tied into State Data base files and NCIC. Increases ability to identify suspects/problems. Faster response rate, more time on street because of decreased report writing time.
35. 97LBVX2309	Rialto Police Dept.	Overtime issued to put prevention patrols in high crime neighborhoods for gang/drug suppression - significantly cut gang related crimes. Security officers hired to monitor local parks and metrolinks resulting in enhanced security, higher arrests, and decrease in crime observation.
36. 97LBVX2456	Vacaville Police Dept.	Series of challenge days with 100 kids, P.O., teachers dealing with gang issues/ police-kids/identity/self-esteem. Networking with kids. Kids and cops are much more open to each other. Very beneficial - reduced grafitti, less vandalism, prevent more serious crime.
37. 97LBVX2497	City of Santa Clara Police dept.	Overtime used to put officer in different schools for gang awareness/lower gang activities. Relationship between police and schools greatly improved. Equipment: purchased high performance specialized vests for officer safety. Crime prevention: Developing color brochures for police officer recruitment.
38. 97LBVX2673	Barstow Police Dept.	Used overtime for Task Force units. Four officers a night out on street to deal with citizens and to combat gang and drug related crimes. Has produced a 25% reduction in crimes.
39. 97LBVX2708	City Police	The (remainder of '96) 96/97 funds were used to support ongoing programs. 1-EASY Program (Eliminate Alcohol Sales to Youth). Educate bars and places that sell alcohol on the laws, then send in decoys to test the program. 2-Traffic safety program - it targets unlicensed drivers. 3-Overtime paid to officers to recruit at job fairs. They also upgraded their voice mail system to use call out lists. Community Affairs used funds for promotion, neighborhood watch and speaker requests. They purchased educational items for schools. They also converted their photo lab to digital. They purchased digital phones for their community lead officers. They renovated the pistol range. The City Prosecutor's Office purchased software to upgrade for the year 2000. They purchased software for their property room so that they can keep track of evidence.
40. 97LBVX2744	Daly City Police Dept.	Upgrade Radio System - decrease in safety problems, increase ofcr safety, increases communications between ofcr and station.
41. 97LBVX2814	City of Burbank	Overtime used to patrol Burbank Village. Reduced crime. Funds used to continue Cable TV Crime Prevention program.
42. 97LBVX2895	Baldwin Park Police Dept.	Enhanced computer technology equipment which assists the field officer, helps in crime prevention. Have seen reduction in crime.

Grant Number	Jurisdiction	Innovative Process or Practice
43. 97LBVX3054	Livermore Police Dept	Intends to buy laptops for patrol cars - access to criminal histories, etc. On the scene reports frees officers from station to be out on the streets.
44. 97LBVX3065	Sheriff's and Police Dept.	Because this jurisdiction is well funded they had to "spark their imaginations" on what to use their funds for. They purchased 3 high profile patrol cars for special community programs. They also purchased a very fancy van for their community outreach program. They have a n officers that takes this van to elementary and middle school crime prevention programs. The bike patrols use the van on the weekends to transport their bikes.
45. 97LBVX3078	City of Long Beach Police Dept.	Some of the funds were used to purchase a high profile mobile community policing trailer to serve as a field headquarters. Monies from this 1997 grant are still being expended for overtime-directed police sweeps where problems arise in particular neighborhoods.
46. 97LBVX3089	Livingston Police Department	Overtime used for gang task force eve/weekends which enhanced gang classification capabilities and resulted in serious decrease in graffiti and vehicle thefts. Not purchased yet: furniture, dispatch monitors/screens for new police station.
47. 97LBVX3220	Benicia Police Dept.	Laptop for patrol cars enable officers to maintain high visibility in crime areas while doing reports right in cars; upgraded department computers enabling them to statistically keep up with sheriff's department; voice stress analyzer now bringing significant results in solving/closing cases.
48. 97LBVX3459	City of Riversdale Police Dept.	They purchased a bomb robot for the bomb squad, polygraph equipment, 12 unmarked police cars, 2 motor cycles for DUI and parking enforcement, and 50 vehicle radios. All of this equipment is used for general police work and investigations. The remainder of the '97 funds and the '98 funds will be used to purchase a RMS (records management system). The RMS will interface with their computer aided system. They will input police reports and be able to get better federal and state information.
49. 97LBVX3512	City of Foster City Police Dept.	Equipment - Wireless Video Recorder Surveillance System allows police to proactively investigate crime - been very helpful. High Quality Color Printer which frees employees from having to walk to other depts./bldg. to get copies - saves manpower.
50. 97LBVX3618	City of Dinuba Police Dept.	Bulk spent on prevention programs. Officer teaches 6th graders 13 step DARE program. "Saturday Night Live" for high risk high schoolers. Take to the prison for a whole day of programs. Pay for transportation, food, etc. "Safe Schools", working with fire department putting out flyers about homes in the neighborhood where kids can go if they have a problem. Issue plaques for these safe homes. Hats, shirts, signs for volunteer block captains for Crime watch group. Given jackets, flashlights and supplies to patrol the street.
51. 97LBVX3812	City of Monterey Police Dept.	Hired a school resource officer who is liaison between police department and school district. High visibility on campus has resulted in closer relationship and positive interaction. Helped curb campus crimes. Also do "Explorers" for teens who want to do some work for the police department.
52. 97LBVX4535	City of Banning Police Dept.	Unit/hand held radios used for better communications. Software that puts out area maps used as crime analysis tool. 8 computers enable ofcr to do reports quickly, getting them back on street faster; Laptop for school resource ofcr who patrols the schools - enables ofcr to be on patrol longer - not tied into station. One K-9 patrol added - enhanced ofcr safety, reduced 1st team K9 on street.



Grant Number	Jurisdiction	Innovative Process or Practice
53. 98LBVX4545	City Police Dept.	One patrol car was purchased for general public work. Once truck was purchased to be used by their community service officer (a civilian position). They use the care to canvas neighborhoods, transfer equipment to crime scenes and aid officers in crime scene investigations.
54. 97LBVX2488	Aurora Police Dept.	They purchased personal computers & peripherals for detective desks & they created a database for reports that were tied into their optical system, which was also upgraded. Previously they were requesting records from the records clerk and waiting to pick up the information. It has streamlined work for their detectives and records dept. They also purchased about 20 radios for detectives. They purchased about 7 vehicles - 5 of them went to their P.A.R. officers (Police Area Representative). The P.A.R. unit teaches the DARE program, helps develop neighborhood watch programs, safety education and all other community assignments. They purchased software - Microsoft Office, Geographic Info. System, E mail, and Office Suite. These were to replace or upgrade outdated software for the new P.C.'s. They also hired a research and development administrator that oversees crime analysis and some grant work. They hired an administrative services administrator that oversees purchasing, personnel, grants and staff support.
55. 97LBVX2219	New London Police Dept.	Allowed them to expand technology and purchase necessary equipment to make them more efficient and effective.
56. 97LBVX3007	Police dept.	The funds were very important since this is a cash strapped town and the police get a very small budget. They purchased a community policing van. It is used at kids camps; take kids on field trips; for presentations at schools; parades and neighborhood watch meetings.
57. 97LBVX3337	City of West Haven Police Dept.	Acted as catalyst to broaden their communications system. Purchased computers for police headquarters. Once they had this great data source, it spurred them to approach city council for additional funds for laptops for patrol cars in order to access the data from places other than headquarters.
58. 97LBVX3257	Seaford Police Dept.	Put into place CAD (Computer Aided Dispatch) system. Allows them to capture all info. on crimes and related activities, collate that data, identify crime trends, then allocate manpower more effectively and efficiently. Old system was like time clock-punched when call came in, punched again when officer arrived on scene; punched again when case was cleared. All these cards went into boxes. About 8,500 calls per year. To try to identify something like where most traffic accidents occurred would have to manually go through all these cards. Now can pull info. out by location, by crime, etc; not in hours but in minutes.
59. 97LBVX2144	Margate Police Dept.	Money spent on two autos - undercover surveillance. Chief dev. strategic gap for public complaints. Numerous arrests, improvement of security, people feel safe in neighborhood. Bicycle and uniforms for officer to patrol thru streets at night without car and catch criminals in action. Crime rates have dropped because of bicycle patrol.
60. 97LBVX2257	Boca Raton Police Services Department	Purchased 14 mobile video - DUI units, the purpose being DUI traffic enforcement.
61. 97LBVX2514	NC Public Safety Dept.	All funds went to upgrade computer related equipment which gave more capabilities to retrieve data. Phone recording machine now uses only 1 tape per month and allows immediate response of incoming calls to dispatchers ensure quicker response to public needs.

	Grant Number	Jurisdiction	Innovative Process or Practice
62.	97LBVX2633	Venice Police Dept.	Upgraded computer program expanded records/data keeping, i.e. crime statistics/analysis-now in compliance w/Y2k. training on how to run upgraded equipment.
63.	97LBVX2727	City of Rockledge	Hired school resource officer to educate/inform/mentor/peer counselor/DARE program. Because of his interaction, child abusers have been caught. Teachers and children all feel safer - "win/win situation." Now expanding into two other schools.
64.	97LBVX2828	City of Ft. Lauderdale Police Dept.	Removable lap top computers for use in car/public's home enables them to do report in car at the scene or in a person's home and transmit directly to station. Supervisor can review immediately. This has saved 21/2-3 hours per officer per shift. The equivalent of adding 18 officers to the force! Officers have higher visibility because they're out among public, on hand for crimes in progress not back at station stuck doing paperwork. Arrest rate is going up! (Also equip. linking up new lap tops to station, etc.)
65.	97LBVX2918	Gainesville Police dept.	Purchased AFIS (Automated Fingerprint Identifying System). Used to take from 4 weeks to 1 year to get prints from state lab. now identify in 4-6 minutes. Also purchased bar code inventory. All personnel new ids using digital camera, have barcode. All equipment inventoried. Training recorded to barcode, ex/shooting range scores-automatically registered to each person, evidence property same. Digital camera saves much money over old system of Polaroids. New filing system triples record space. Also bought passenger van for youth program for hard core future criminals. "Reichert House" transport to involve them in mentoring program community service. Purchased computers to link these Reichert House kids up to University of Florida courses. Also funded Explorers program-young recruiting(high school age) have those kids help out in police dept. in preparation for future in law enforcement. Work with officer mentors. PowerPoint system-laptop with computer projection for presentations. Seven laptops for school resource officers so they can remain in the schools, not waste time traveling to and from station.
66.	97LBVX3107	Ocala Police Dept.	Funds were used to assist the police dept. in purchasing hardware and software to enhance their systems. Funds were also used to start Drug Court, an essential strategy. Also to fund MAD DADS, an alternative sentencing program with community outreach programs and a successful low recidivism rate.
67.	97LBVX3437	Lake Park Police Department	Financially strapped, community with minimal resources. LLEBG provided them with monetary resources that would otherwise not be seen.

Grant Number	Jurisdiction	Innovative Process or Practice
68. 97LBVX3119	City of Pompano Beach Police	One half of the allocation was used for overtime. They created a directed patrol that put additional officers in high crime areas. They created a line patrol that only responded to prostitution or drug sales on a particular street. They also paid overtime to special investigation SWAT and drug teams to do arrests. They also paid overtime for community projects for crime prevention classes at the community center. They put additional officers in high crime areas to problem solve with the community. They also cleaned up a drug infested park, then the city put in a playground. The other half of the grant was combined with other funds(214K) for their computer project. It is a 3 phase project. Phase 1 was for office automation(email, internet access & a home page). They put in network servers and work stations. Phase 2 purchased a new computer aided dispatch software system to run on Phase 1 software. They went in on this project with Ft. Lauderdale so that they could share data and have swapable files. Phase 3 of the program will be to purchase notebook computers for squad cars that will be compatible with the new systems.
69. 97LBVX3600	Cocoa Police Dept.	W/O that \$ not able to upgrade facilities and capabilities. Facilitated their crime prevention and communications. Purchased mobile data computer system-computers in cars making readily available criminal investigation info. which otherwise had to go through cumbersome dispatch system. Also now able to communicate with other agencies and officers and derive info. from other databases.
70. 97LBVX3705	Deerfield Beach Sheriff's Office	After school program (eastern part of city; low-moderate income area) Diversion to youth. Able to match city funds to expand program. Kids participated in community programs, arts, etc. Learned new skills. For large city-community wide events. Used overtime and special detail for extra officers to be on hand. Established Teen Center (western area). Big youth population. Old firing range converted to teen center as deterrent and alternative to crime. Funds used to administer program. Expanded canine unit. Enhanced security of police station.
71. 97LBVX3745	Brooksville Police Dept.	Laser radar (just purchased) used to reduce speeding; speed signs alert motorists to what speed is, visual effect to slow speeders down - real positive feedback; portable generator used in community events - able to continue service in areas where they've had problems.
72. 97LBVX5223	City of Jacksonville Community Services	Crime Prevention: "DART", Drug Abatement & Response Team, works. Shut down crack houses/prostitution houses - they rehab these houses and use them for transitional housing. Truancy Interdiction Program has been very effective. Statistics show program effective; students not repeating truancy. Implementing "Juvenile Justice Comprehensive Strategies" working with all other agencies to reduce juvenile crime 40% by 2015. Reduction currently at 7.2%.
73. 97LBVX2045	Griffin Police Dept.	All equipment upgraded enforcement capabilities, new computer system - each officer given portable radio/shoulder holster, plus rechargeable flashlight/battery/battery charger. Stop sticks laid on road to put holes in speeders tires has been effective in stopping speeders.
74. 97LBVX2944	Lawrenceville Police Dept.	Purchased LCD Projectors to take crime prevention presentation to elementary/middle/high schools, colleges, church functions(do rape prevention/personal safety/gang violence). Use 3rd projector for officer survivor training. Enthusiastic public response. Better informed public.

Grant Number	Jurisdiction	Innovative Process or Practice
75. 97LBVX3388	Atlanta Police Dept.	Equipment: networked new computers for criminal investigation division- each desk has computer-can access intelligence derived from other officers. Solving more crimes. Using money for overtime have augmented their "Street Heat" Program-increased coverage of high crime areas especially targeting career criminals who do successive crimes-armed robbery, etc. City of Atlanta had become a cesspool w/people coming in from suburbs to buy drugs, sex. Drunkenness in city also led to increase in vandalism, breaking into cars, theft. W/LLEBG also augmented their "Weed and Seed" program begun in 1992. In public housing project areas pd OT to off duty officers to patrol and arrest, weed out criminals. Did lead to criminals going across street to other areas-stepped up patrolling there also. Seed Component-service to educate young people and residents. Began publicizing arrests on cable channel-names and crime they committed. LLEBG has done them "a world of good". Allows them the flexibility to use as needed to fight crime the best way their chief feels the need. Community group-Central Atlanta Progress wants funding for establishment of a community court-intensive supervision of low level crime offenders. Want to model after NYC program. Allows for non jail time alternatives and follow-through to make sure individuals do what they should, i.e., restitution, referral to social agencies. Hope to do w/the '98 LLEBG. Have seen a reduction in PART 1 crimes of 17%.
76. 97LBVX3639	Douglasville Police Dept.	Detective helped add to staff overload - helped reduce crime. (Feels there is a direct correlation between detective being hired and reduced crime)
77. 97LBVX4591	City of Homerville Police Dept.	Purchased computer and software enables them to track reports, files, anything to do with citizens. Very important to them.
78. 97LBVX4600	Sylvester Police Dept.	All purchases - computer and software - used to upgrade record keeping system. Better statistics, understand where problems are, juvenile data base, allows us to get results a lot sooner. Linked to court system - can track documents, etc. Open-ended possibilities - Good for use, suited to our small town needs.
79. 97LBVX3322	City of Burlington Police	Canine program - purchased dogs - already trained - used for patrol duties, school programs, drug investigations and tracking. Training for officers to use the dogs was also accomplished.
80. 97LBVX3754	City of Fort Dodge Police Dept.	Updated computer capabilities, gives direct access. Building time saver, kennel for KP unit in Patrol car (also automatic door opener), safety issue for K9, laptops for narcotics division can pull up search warrant at scene which is time saver. Overtime, higher visibility in community has been effective in reducing crime.
81. 97LBVX3342	Idaho Falls Police Dept.	Equipment. Cell phones and computers for school resource officers in schools used for writing report, juvenile case information, Portable radios for bicycle and foot patrols enhances officer safety. Professional photo copier, Printer scanner prints quality photos, put on disc and used as a resource for patrol officers-helped reduce crime 33%. Two vehicles used by Narcotics Dept. has resulted in many drug dealer arrests. Training of first line supervisors for community oriented policing-crime prevention: officers conducting classes on tobacco, drugs, careers; working on turning problem kids around.
82. 97LBVX2336	Summit Police Dept.	By acquiring "Livescan", a fingerprinting ID system-will save considerable time by coordinating identification efforts with all of Cook County.
83. 97LBVX2935	Decatur Police Dept.	Hired in house systems analyst; computer upgrade laptops; administrative ofcrs enhance access & development. Overtime put higher Back Patrol in high crime areas resulting in increased public safety & reduced crime.

Grant Number	Jurisdiction	Innovative Process or Practice
84. 97LBVX3143	City of Rock Island Police	They were able to continue employment of 3 officers for their C.A.P.E. program(Community Assisted Police Enforcement). The officers work in 2 geographic areas and communicate with the people there to reduce crime. Officers have pagers & cell phones. With community input and the presence of uniformed officers they have decreased PT1 offenses to the lowest level since 1986 in these 2 areas.
85. 97LBVX4625	Marion Police Dept.	Enhanced technology. Enabled officers to be more mobile. Can leave squad cars w/o losing communication ability. Radios(Pack Units) purchased for officers to wear and shoulder microphones. Made possible communication with dispatch center as well as with public & enhances officer's security-can call quickly for assistance.
86. 97LBVX2726	Police Dept.	They purchased shotgun racks for police cars. They also purchased 10 personal computers(desktops) because their's were not Year 2000 compatible. The new computers are used by all officers for general use. Two computers are for their dispatch. They still have some '97 funds left.
87. 97LBVX3221	Muncie Police Dept.	All overtime used for placing officers in housing projects with high crime rate during summer month. Public felt safer having a strong police presence - homicides dropped from 11 to 3 in 1 yr.
88. 97LBVX3915	La Porte Police Dept.	Four squad cars for "Take Home Proj" plus refurbishing w/5 mobile radios and 2 port radios for better communications; 20 shot guns for Ofcr protection; 13 laptop computers enable Ofcrs to complete case reports on the street results in higher visibility(not stuck in station doing reports; stop sticks useful in preventing someone in a high speed chase running the public over enhancing public safety.
89. 97LBVX4635	Merrillville PD	Intent: Purchase PC for Officer. Write reports/tracking. May also purchase some software.
90. 97LBVX2113	City Police	They developed a software application to automate their records system. All records of crime reports, statistics, tickets, warnings, interviews, accidents, etc are on this new system. Their card file system was slow and cumbersome. Searching for records, supply info to the public etc is much faster and efficient.
91. 97LBVX2494	Erlanger Police Dept.	Local control of funds meant could target an area and act on it rather than wading through budget process and time delay that requires. Purchased 2 bikes for bike patrol, as well as the accessories for same; repair kits, uniforms for those officers. Used to patrol their major school complex. Previously had 2 officers on bike patrol but no coverage on their off or sick days.
92. 97LBVX3160	Frankfort Police Dept.	Intent: Computer software, printers, PC, etc. Overall better communication.
93. 97LBVX3170	Russellville Police Dept.	All funds spent on sidearms P220 45 automatics. Tremendous improvement in terms of firing power. Ensure public safety and officer safety.

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94. 97LBVX3756	City of Topeka Police Dept	OT-PO now on varying shifts results in increased response time reduced call holding time. Now have officer dedicated to calls concerning accidents. "Cops on Shops" program-officer volunteers working with liquor store reduced purchases by underage buyers. "Drivers License Check Lane" able to recover stolen vehicles/drugs, weapons, people with outstanding warrants "Warrant Roundups" Officers go out and serve warrants Burglary task force-focuses on career criminals to get them federal time. Crime Prevention pays for 2 middle school students to attend Young Citizens Academy. Bicycles and uniforms for Bicycle Patrol; Laptop computers for satellite offices in neighborhoods; software & assoc printing costs for Crime Prevention Programs//Smart Screening Program for landlords to learn how to discriminate suspicious activities around property; how to screen applicants, etc. Audio-visual equipment for officer training. Continued training for PO re: crisis intervention & community mediation time mgt
95. 97LBVX3696	Shelbyville Police Dept.	Officer computer improved officer operation; 4 portable radios with remote microphones improved radio communication; 3 light bars for cruisers allows high visibility; portable tape recorder enables detectives to take interviews immediately at crime scenes.
96. 97LBVX2043	Bogalusa Police Dept.	Equipped special van-mobile radio, computer, copy/fax machine self contained generator, murphy bed, air conditioner, rest room, water tank. All tremendously helpful when hurricane struck last Sept. Enabled the police to keep in touch with office if emergency and maintain law while everything was chaos (there was no power, drinking water in community). Van was only source of communication in town.
97. 97LBVX2626	Town of Jackson Police Dept.	The grant provided funds to purchase two video camera systems mounted in patrol cars. Also upgraded and purchased a new computer and printer and digital camera. The video cameras were primarily to support and document traffic stops and shorten court time by having actual footage as evidence.
98. 97LBVX2513	Ayer Police Dept.	Purchases lap tops for vehicles - more efficient, warrant/vehicle checks - freed from admin. tasks. Portable radar sign to address speeding complaints. Feedback from community - haven't measured results - also bought equip. for defensive tactics, officers have had training to alleviate excessive force complaints - good results.
99. 97LBVX2887	Walpole PD	Radio Repeater allows mobile radios to transmit to large geographic area in jurisdiction. Ensure communication w/dispatcher, faster response to public.
100. 97LBVX3180	Town of Saugus	Overtime ----> put more officers into high crime areas providing added security to the public.
101. 97LBVX3190	Plymouth Police Dept.	Tremendous success has been new computer hardware/software specific to law enforcement, enhances every area of Policing. Master gun locks purchased for each officer, prevent tragedy by officer/criminals. "Cops and Shops" program, undercover alcohol program to curb purchase of alcohol by minors, very successful.
102. 97LBVX3538	Town of Southbridge Police Dept.	Mobile data terminals to meet demands of modern technology. Increases efficiency of patrol unit - able to get immediate results on warrants/motor checks. Provides officer safety - he knows what he's dealing with. More time on street - higher visibility - because he's not tied to police station doing report.
103. 97LBVX4671	Tyngsborough Police Dept.	Used for specific patrols for alcohol/traffic law enforcement. Purchased mobile computer and radar used in vehicles for enforcement. Programs - radar reduced speeders - mobile computers enabled officers to get information directly, know who/what dealing with.

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104. 97LBVX2051	Salisbury Police Dept.	Able to equip each vehicle with laptop computers. Officers don't need to come back to headquarters - stay in field and be available for other calls - In house upgrade to adopt to what we put in vehicles.
105. 97LBVX2832	Mayor's Coordination Council on Criminal Justice	New Records Mngt. System upgrades ability to collect data and track crime statistics/trends. Enabled Police Dept. and States Attorneys Office to work together to solve crime. Police Dept. working to rid city of open air drug markets and physically ridding city of drug houses.
106. 97LBVX2656	Public Safety Dept.	Allowed them to hire an officer to work in the middle school. Truancy (was 35%-now about 10%), weapons (now only a couple a year) and violence (some gang related) were a serious problem. This officer does presentations, takes field trips, runs a summer program, a drug program and coordinates after school programs. His presence has resolved many problems at the middle school.
107. 97LBVX2792	City Police Dept.	They hired 4 officers for their community policing program that puts officers in the same areas. They get to know people, problems & neighborhoods and they police the same areas all of the time. They are also using the monies to pay overtime for the anti-crime teams. They mobilize during peak crime times (Summer & Spring) in high crime areas. They also plan to purchase laptop computers for patrol cars instead of hand writing reports. He quoted a recent study that shows laptops save 30% of officer's time.
108. 97LBVX3228	City of Port Huron Police Dept.	OT used for bicycle patrol in public housing drug areas. Community very happy. Drop of 9% in crime. Computer work stations increased work efficiency. Less lost paperwork. 900MHz radio system used by undercover police for drug work. Able to make more arrests because criminals can no longer pick up police frequency on new radio. Mini-station in housing project used by bicycle/regular patrols for phone/reports results in high visibility, discourages crime. Some unspent funds.
109. 97LBVX3380	Fraser Dept. of Public Safety	PC Mobile Computers in Scout Cars enhances in-car reporting, better dispatch communication, can take into homes to take complaint reports. "Takes Police Station on the Road", frees officer from police station to be on the streets. (Will eventually have photograph/fingerprint ability for instant feedback).
110. 97LBVX3817	Police Dept.	It was ironic that they were unable to repair an outdated piece of equipment and then the state made it mandatory. They purchased a new firearms training system (FATS) to replace the old.
111. 97LBVX3875	Clinton Township Police dept.	Live Scan Fingerprint Identification system which will tie them into State Police System enables quicker info. in matter of minutes. Better, more efficient process than old inking process; excellent results-few prints rejected by prosecutors in court cases.
112. 97LBVX2934	Coon Rapids Police Dept.	Speed monitoring trailer used for educational purposes/public safety - used to identify problem areas (This is where OT was used - ofcr in problem areas) and also being able to show there was no problem, when public had complained about specific locations. Public awareness regarding how fast they were going - results in public safety in a positive way.
113. 97LBVX3919	So.St. Paul Police Dept.	Equipment. Purchasing hand pack portable radio increases communication, operational safety, enhanced community policing. Overtime. Directly focus community concerns around high school and serviced calls in that area. Over 2 years time, reduced calls for service around schools 48%.

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114. 97LBVX3239	City of University City Police Dept.	Two fully equipped police cars. Will now have a traffic unit for the first time. Regular patrol car - higher visibility.
115. 97LBVX4706	Hannibal Police Dept.	All for dispatching radio/recording equipment (county 911 system) increases performance and quicker response. Portable radios for reserve units used for extensive community events. Better communications.
116. 97LBVX2409		With funds were able to hire and pay overtime to put more visibility on street-on foot, bicycles and patrol cars. Purchased a patrol car assigned to domestic violence. Upgrade computer technology.
117. 97LBVX3296	Chief/Greenwood Police	They purchased hand held radios for general police work. With \$ for overtime they created a call back program. This program called officers back to work(paid overtime) to work high crime areas. They monitored street corners for drug sales and they sent officers into high drug areas to improve community relations.
118. 97LBVX3258	City of Billings Police Dept.	Compu-capture - mugshots tied to individual's digital image record in mainframe computer. Good for photo lineups. No longer have development costs. More HITS - computer software enhances ability to identify latent fingerprints. Access to security and data encryption of computer fingerprint files - photo lineups enhancement of surveillance tapes.
119. 97LBVX2021	Pineville Police Dept.	Respondent said that through combining of funds was able to purchase video cameras and on-board computers for patrol cars as aids in crime prevention activities.
120. 97LBVX2400	Forest City Police Dept.	Intend to buy two data terminals for mobile police cars (frees up dispatcher). Will be able to run driver's license/car tags checks (officer safety, know who he is dealing with). Should result in recovery of stolen property, cars, etc.
121. 97LBVX2677	Town of Garner Police Dept.	Software allows ofcrs access to business owners/their phone # in case business is burgled; can call from scene. New digital camera LTS takes pictures of accidents, domestic violence cases, drunken driving, used for public awareness meetings.
122. 97LBVX2845	Chapel Hill Police Dept.	Purchase of technical surveillance equip for narcotic officers in high drug/crime areas helped reduce drug activities - Tactical equipment for police help them to be more effective in their job and provide safety for officers.
123. 97LBVX3275	Cary Police Dept.	Allowed them to do things otherwise not possible. Traffic issues- rapidly growing area seeing big increases in traffic accidents. Purchased radar units for every patrol car. Reduced incident of accidents as well as reduction of increase in accidents. Bought technology software to ID crim. suspects, lineups. Has very much helped upgrade their abilities to fight crime.
124. 97LBVX3597	Lexington Police Dept.	Equipment - two completely new repeater system - relay walkie talkie - goes out to the field and back - added 3 receiver sites to newly extended (5 1/2 miles) jurisdiction, enhances communication. New 10X14 bldg. to house repeaters. Generator keeps communications going. Voter system picks up closest officer and transmits that info. to communication center. All communication enhanced.
125. 97LBVX3802	Carolina Beach Police Dept.	Equipment purchased to replace what was lost during hurricane. Shot guns, hand guns, 2 "23" guns, magazine holders, mobile radios/holders, flares, sirens, speakers, lights to enhance officer/public safety, 2-way mirror use by detective in investigation.



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126. 97LBVX4781	Elkins Police	2 in car cameras (Each camera has already saved them from law suit) safety issue for officers. When criminal sees camera they behave better. (Police often killed in next town. Camera might have been able to catch criminal)
127. 97LBVX2061	City Police Dept.	Purchased portable radios to be used for all officers. Ability to communicate w/other agencies-more channels. Intend to buy laptops to keep officers in field longer. Laptop saves reporting time. Can also get info. from D.M.V. and state agencies quicker.
128. 97LBVX4722	Police Dept. of Durham	They used the funds to sponsor courses and crime prevention programs. They purchased furniture for a room so that they would have a place to hold classes. They held crime prevention classes for the AARP and 55 Alive. They attended freshman orientation day at the high school & brought pizza and interacted with the students. They are a university town & have 14,000 students there. They put on a student police academy which was a big hit.
129. 97LBVX3366	City of Millville Police	Part of the funds were used to pay overtime for officers to work high crime and nuisance areas. Uniformed officers were used for high visibility and undercover officers for prostitution arrests. They also purchased a F.A.T.S. machine (Fine Arms Training Simulator) used by all officers.
130. 97LBVX3845	Township Police Dept.	The '97 funds were used to purchase an electronic mugshot system that included computers and camera equipment. This system is integrated with their booking system. This has been a tremendous time saver. Since the system is digital they no longer have to purchase film or have it developed.
131. 97LBVX4736	Delran Police Dept.	Purchased new radio tower, which has really enhanced communications between patrol cars & headquarters (Previously "dead areas" of town where ofcrs had no contact w/headquarters), and been important in increasing public safety.
132. 97LBVX2961	City of Grants Dept. of Public safety	They purchased laptop computers for the patrol cars to enhance reporting and save time. They hope to get a state grant to get cellular capabilities for these. They hired a local crime prevention specialist. He is a liaison with the community. He coordinates Neighborhood Watch programs and works with the senior citizen center to get their help in the watch program. They also hired a civilian transportation officer to transport prisoners. This frees time up for other officers.
133. 97LBVX3558	Belen Police Dept.	Intend to update communications center by buying transmitter/receiver for radio to enhance communications.
134. 97LBVX2010	City Police Dept.	They used the grant to pay overtime for investigating drug activities, drug busts and surveillance. Some investigations run 6 to 8 mos.
135. 97LBVX2157	Lackawanna Police Dept.	Equipment - Narcotics unit, body wire and nightscope leading to higher level of drug arrest; SWAT Team -vests, helmets, weapons provide police safety and enhance ability to keep peace better. Use of equipment has lead to substantial arrest. Overtime - provided police officers on weekends in high crime area - able to clean up a lot of minor problems, hopefully preventing major problems. Very happy with all results.
136. 97LBVX3241	City of Rochester Police Dept. (50%)	Through use of funds was able to purchase automated systems and set up(or enhance) following programs: operation nightwatch, juvenile aftercare facility(youth outreach), and juvenile prosecutor programs.
137. 97LBVX3405	City of White Plains - Dept. of Public Safety	Improved technology - with Photo Imaging Equipment will be able to catalogue/categorize/identify subjects and will be able to transmit this info. w/other law enforcement agencies. Should improve law

Grant Number	Jurisdiction	Innovative Process or Practice
		enforcement.
138. 97LBVX3862	Ulster Police Dept.	Portable radios for patrols enhance communications. K-9 purchased for searches, drug work, lost people-very helpful.
139. 97LBVX3930	Freeport Police	They purchased new hand held radios and repeaters for all officers. These are used for general police work.
140. 97LBVX4761	Owego Police Dept.	Able to purchase a new 1998 patrol car to replace a 1986 car. Also purchased new duty weapons (guns). They replaced old weapons. Very small police dept. New guns and patrol car were used for general police work.
141. 97LBVX0346	West Carrollton Police Dept.	Laser gun, measure speed enabled them to reduce accidents' in-car camera enables recording of DUI traffic, makes prosecution easier. 35 mm cameras enhanced ability to service public better to take picture of domestic violence and crime scene. Training equipment for self defense training - safer officers.
142. 97LBVX2450	Fremont Police Dept.	Overtime used to develop SWAT team for search warrants, drug interdiction has resulted in increased arrests and decrease in crime rate; OT to develop Neighborhood Block Watch w/monthly meeting. Portable radios for ofcrs enhance communications.
143. 97LBVX2619	Sandusky Police Dept.	Able to establish bicycle patrol by purchasing equipment and using overtime funds to allow high visibility. Very popular presence of officers in community. Also used funds to enhance computer hardware/software.
144. 97LBVX3310	Mentor Police Dept.	Possible Purchases: Mobile Data Terminals, Surveillance cameras, walkie talkies.
145. 97LBVX4790	Forrest Park Police Dept.	Overtime used for citizens training crime prevention - just did last Tues, no results yet. Prior experiment program ver successful - improves police/comm. relations empowers public to what they can/can't do. Computer and overhead projection used in recent training - software not there yet. Risk students have seen reduction of violence in schools. Very good return for a small amount of money.
146. 97LBVX3485	ADA Police Dept.	Prevention Patrols into high crime areas has resulted in decrease in crime. Equipment - purchased 10 workstations, 1 server for enhanced to comprehensive database records - able to identify spec. geographic trouble areas. New dispatch system keeps track of calls, resulting in better communications.
147. 97LBVX4802	City of Pauls Valley Police Dept.	Purchases patrol car - for general public work and it is also used for speed control in school zones.
148. 97LBVX2119	City of Woodburn Police Dept.	All monies to be spent on a Video Imaging System which will replaced standard mug shots - allows info. to be shared state-wide for better exposure to catching criminals.
149. 97LBVX3391	City of Corvallis Police Dept.	The '97 grant bought optical imaging called laser fish. It images police reports by scanner - each page is digitalized and cataloged. It saves paper and copy time. This system is used by the records dept. It has been used to enhance their technology.
150. 97LBVX2218	West Chester Police Dept.	These monies for technological improvements do not exist in our municipality. Purchased equipment. Purchased computer software to coordinate, track and automate crime information for administration, field officers and for reporting to government. Overtime-for training in using the new software. Hiring-clerical personnel for data entry.

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151. 97LBVX3877	Susquehanna Township Police Dept.	Updating phone system including giving every officer his own voice mail box. Lap tops in patrol cars for quicker communications and gives officer more time on street, higher visibility resulting in higher arrest rate. Crime prevention - policing unit organizing community events for public awareness. Continue bicycle patrol, started with 96 grant funds. (successful program)
152. 97LBVX2065	Middletown Police Dept.	Computerized recording system - records all calls coming in/going out - helpful in police investigations i.e. complaints against officers (haven't had a chance to analyze results yet). Radio transmitter allows P.O. to be dispatched to crime scene, concise and instant information.
153. 97LBVX3428	West Warwick Police Dept.	Purchased alternate light source (fluorescing device used to detect body fluid and fingerprints at crime scene), helpful in getting convictions. Copy machine used in distribution of flyers such as DARE to educate public. New unmarked police cars provide better public response. School resource officer enhanced security; resulting in arrests, and provides safety and security for 2000 students.
154. 97LBVX2169	Public Safety Dept.	They purchased laptop computers for officers in patrol cars. These enable them to do reports in the field-saves time-keeps officers in the field. They also purchased a software upgrade for their record system. This system helps them with crime analysis and to better know where to place their resources.
155. 97LBVX2519	Greer Police Dept.	Patrol dog - Incredible useful and successful in drug reduction, search dog for escapees, talks at schools, trading cards program to interact between police - kids. Upgraded computers - speed up paperwork process for more time out in the community. About to update computers in cars - will increase officers safety, know who they're dealing with when they do searches.
156. 97LBVX2782	Mullins Police Dept.	Video cameras for patrol cars - helpful at crime scenes, stopping traffic speeders, helps prosecute DUI's and cuts down on complaints against police officers. Radar equipment very helpful in cutting down speeders in residential / school areas.
157. 97LBVX3012	Anderson City Police Dept.	Overtime - More officers in street in high crime area - more arrest for lesser crimes preventing higher crimes, has been successful.
158. 97LBVX3412	Walterboro Police Dept.	Upgrade radio communication systems - Increased safety for officers on the street. Purchased Radar Unit, allowed to enforce traffic law and resulted in decrease in accidents in city.
159. 97LBVX3673	Lancaster Police Department	Satellite Training System now links them to South Carolina's educational TV. Officers can now be trained locally instead of going out of town. More man hours on street. Developed a pistol range used for weapons training/moveable target. Used to go to state training. Again, more man hours on street. Added one bicycle and portable radio to bicycle unit. Purchased stronger flashlights for nighttime patrols, in car video system used to monitor traffic stops, etc. One Savage 380 with scope and night vision camera used by drug enforcement officers for war on drugs.
160. 97LBVX2016	Hitchcock Police Department	Upgrade complete new phone system, enhances communication with public - Not missing any important calls such as emergency / police/ambulance. Able to communicate/coordinate with law enforcement statewide. Most important - faster response to 911 calls.
161. 97LBVX2235	Grand Prairie Police Dept.	In-car video camera. Used to determine training discipline needs, dispel allegations against officers. Prosecute crimes: PC's and overhead projectors used for in-service and continuing training-community oriented policing.

Grant Number	Jurisdiction	Innovative Process or Practice
162. 97LBVX2326	Plano Police Dept.	Equipment. Hardware/software upgrades. Bicycles, helmets, pads, lights, uniforms for bicycle patrol. Quicker response time. Furniture for neighborhood satellite police station, including copy machine. This is really important and has been a very important asset to the neighborhood. Much improved community relations and trust with police dept. Funds used to send officers out to training seminars on community based policing.
163. 97LBVX2599	A.P.D.	Equipment: Public Safety Information System access to all info., be able to identify trends, etc. (System crashed 2 yrs. ago - working out of boxes.)
164. 97LBVX3194	Bryan Police Dept.	Mobile Data computers in patrol cars allows direct communication with dispatchers. Allows quicker access/more correct info., more time on the street - improvement noticeable in morale and safety for officers and public.
165. 97LBVX3202	Police Dept. (100%)	100% used for overtime - Keep officers in field to reduce crime (has been effective)
166. 97LBVX3661	Terrell Police Dept.	Purchased 36 hand-held portable radios for better communications. Still have unspent funds. Currently discussing how to spend.
167. 97LBVX3760	Laredo Police Dept.	Funds have been used to hire two new officers to the Police Department, as well as equipment such as computers and weapons. Promotional supplies-pens, pencils, stickers-are distributed to schools.
168. 97LBVX4865	Port Lavaca Police Dept.	Overtime used to put 6 officers out into high crime areas. Bicycle Patrol working w/regular ofcrs on duty to reduce crime has been successful. Also work w/POSSE and Victims Asst. Program helping to direct victims to needed services.
169. 97LBVX4882	City of LaMarque Police Dept.	All overtime used to set up evidence room - tagging, categorization, which enabled cases to be prosecute. (Prior to this many valid cases were refused by DC Office.)
170. 97LBVX2476	West Jordan Dept. of Public Safety	Purchased bicycles to start "Bike Patrol Program" - able to go where cars can't - able to check on apartments, businesses. Provide high visibility in park where reg. patrol cars can't enter - Very successful in reducing crimes.
171. 97LBVX4910	American Fork Police Dept.	"Grab it" surveillance tapes still frames and prints out suspect's picture immed.; VHF base radio used by detectives gives immediate access to officer in the street; tracking device used to follow suspect, always know his location; digital camera able to photograph hair/fibers on carpet at crime scene; dual deck VCR tape recorder used in child abuse cases, able to give prosecutors copy of tape; 400 MGH Pentium II to run all the programs above; new fax machine saved 80 miles a day travel time to D.A.'s office. (20 miles each way, twice a day)
172. 97LBVX2765	Winchester Police Dept.	Don't know for certain. Bulk of funds will go to update computer - software, printers, PC's, etc. to enhance communications.
173. 97LBVX2603	Brandon Police Dept.	OT - Advanced training for officers in court system; Officer in school zone start/end of school day to provide public safety, slow down speeders. Equipment - Pinhole camera- records store break-in/vandalism (haven't used yet), electronic siren and switch, computer software, stinger stop sticks which deflates tires; nightscopes, which enhances night surveillance.
174. 97LBVX4911	Winooski Police Dept.	Upgrade computer technology/new car radios resulting in better communications with each other and other agencies. Enhanced training for school youth officer resulted in marked decrease of aggressive behavior and acts of violence. (very, very positive results)

Grant Number	Jurisdiction	Innovative Process or Practice
175. 97LBVX2338	City of Everett Police Dept.	Funded hardware/software to upgrade equipment and technology. Allowed investigation officers to access dispatch management system, criminal records. Stolen vehicle arrests went up dramatically.
176. 97LBVX2974	City of Sacramento Police	Per respondent, the funds will be used for a misdemeanor incarceration project. He is not sure what they will purchase or what the project entails.
177. 97LBVX2888	City of Beloit P.D.	Overtime used to address public concerns, i.e., loitering-drug exchanges; unserved warrants on criminals in neighborhood. Results - neighborhood satisfaction.
178. 97LBVX4927	Manitowoc Police Dept	INTENT: OT will put bicycle/foot patrol problem areas of park to reduce drug/gang activities Equipment; neighborhood watch signs will be put in problem neighborhoods & established neighborhood crime watch areas. Digital camera for gang task force to be able to keep computerized log of gang members. LCD projector re: crime prevention program for neighborhood watch gang task force DARE
179. 97LBVX4963	Graham County Sheriff's Ofc.	1st time computer gives access to reports/statistics, allowing better understanding of what's going on in the community. Police holding meetings re: public concerns and youth programs resulting in an informed public and better communications.
180. 97LBVX0328	Martin County Sheriff's Office	Funds allowed them to place high-tech surveillance cameras in drug trafficking areas; enhance laptop computers for supervisors to monitor activities out in the field; acquire the digital photo-imaging system shared by all county law enforcement agencies; to upgrade law enforcement capabilities.
181. 97LBVX4988	Carroll County Sheriff's Dept.	Overtime ----> Specifically for firearms training, hazardous materials training, training for crime prevention, CPR recertification/defensive tactics. All these trainings become mandatory for officers. Resulted in better qualified, more aware officers in order to protect the community.
182. 97LBVX4993	Forsyth County Sheriff's Dept.	Digital camera photographs gang activity/graffiti; "Gang Production" made a film using school kids about gangs - their colors, signs and what to look for, metal detectors in schools enhance security; laptop comp not here yet - able to track prob and make presentation wherever you are, - 2 domestic violence cameras, mounts comes off to take right into domestic violence scene; 1 fixed camera in jail to monitor suicide watch; special goggles used to simulate drunkenness to make public aware of effects of drinking.
183. 97LBVX5006	Paulding County Sheriff's Dept.	Hired deputy officer to put on street - have seen reduction of burglaries. DUI's have gone up, speeders slowed down. *Plan to buy shotguns and camera system for police cruisers.
184. 97LBVX5011	County of Terrell Sheriff Dept.	The department intends to purchase video cameras to enhance prosecution for traffic violations, domestic disturbances and drug take-downs. This will save time in court. The cameras will also help if an officer is accused of using violence.
185. 97LBVX5015	Walker County Sheriff's Office	Used money exclusively to purchase new bulletproof vests to replace older ones that had expired.
186. 97LBVX5031	Steuben County Sheriff's Dept.	Real problems with gangs coming in from larger cities. Elderly not safe of streets; gangs cruising main streets in town. Set up multi-taskforce, O.T. paid to officers, each jurisdiction donated manpower 3-4 days a week to cruise streets where problems are worst - state, cities, county police agencies met prior worked out plan to carry out goal.
187. 97LBVX0361	LaFourche Parish Council	Windows were literally falling out of court house - criminals were kicking doors down to escape. New windows and doors enhanced security and

Grant Number	Jurisdiction	Innovative Process or Practice
		public safety by preventing escapes.
188. 97LBVX5053		Upgrade computer system-records-more accurate, efficient, faster info.
189. 97LBVX5067	St. Genevieve Sheriff's Dept.	Upgrade radio communications. Old equipment had many dead spots. New repeater equipment on high locations enable them to service community more quickly because there is no dead spots. Immediate response to emergency calls.
190. 97LBVX5056	Forrest County Sheriff's Office	More vehicles enhance law enforcement, public safety, etc.
191. 97LBVX0405	Cascade County Regional Youth services Center	Per Chuck Rolland Risk Mgt-He oversaw remodeling project. Remodeling at Youth Detention-added bathroom/changed shower/changed bunks in cell-enlarged 1 cell area. Eliminated risks to inmates
192. 97LBVX0375	Forsyth County Sheriff's Dept.	X-ray machine in jail enhances safety - public not exposed to prisoners in Dr.'s officer. No exposure to prisoner diseases - Prisoners don't have to be taken out of jail, safety for public, time, money saver all around. Digital imaging machine left clean finger prints off crime scene enables police to solve crime in 10-15 months. Audio for undercover use, use to expose criminals used in court cases.
193. 97LBVX5085	Sheriff's Dept.	Mobile data equipment purchased (modems & laptop p.c.'s & connected to their state system). Used in community policing program. Equipment provides information for officers doing traffic detail. Can identify vehicles at potential break-ins, etc. More secure - do not have to use radios to communicate.
194. 97LBVX5088		Overtime used for Pre-trial Release Program. Able to monitor sex/juvenile offenders freeing up crowded jail system - also supervises reg. pre-trial cases allowing people to function in the community holding down jobs, etc.
195. 97LBVX5092	County of Sheriff Dept.	The funds were combined with drug seizure money and allocated to the community relations squad. Instead of doing crime prevention presentations at the sheriff's office they were able to go to the county schools and businesses. Their community relations squad programs include bike safety, bike patrols, school mentoring program, crime stoppers, camp and other crime prevention programs. They purchased a VCR, TV, training tapes, badges for kids, lollipops, coloring books and brochures for businesses (about shop lifting prevention). They purchased a mobile sheriff's office to travel into the community and do their presentation.
196. 97LBVX5098	Rockingham County Sheriff's Dept.	Overtime. Hired additional ofcr for regular patrol increasing public safety. Purchased additional K9 providing additional services to county.
197. 97LBVX5102	Wilson County Sheriff's Office	Four items purchased: 1) Computerized polygraph-enhanced criminal investigation division; 2) Mobile storage trailer. Combined dive team and emergency response equipment. Also established mobile command post in trailer. Had to borrow prior to grant; 3) Stop Sticks used in high speed chases to flatten tires yielded shorter and safer chases; 4) Night vision scope for surveillance team to work narcotics on street.
198. 97LBVX5075	County of Luna Sheriff's Dept.	They purchased hand held night vision equipment, special lenses, infrared filters for flash lights, dobler lenses and a shotgun rack and lock. The equipment is primarily used for the prevention of drug smuggling. They are located 30 miles from the Mexican border in a very rural area. Drug smuggling is a large priority. The equipment is sometimes used by officers on burglary detail. The grant was \$14,000

Grant Number	Jurisdiction	Innovative Process or Practice
		and they still have not spent \$7,300.
199. 97LBVX0337	Jefferson County Sheriff's Department	Ability to purchase equipment; improved activities like traffic enforcement through monitoring devices.
200. 97LBVX5080	Dutchess County Sheriff's Office	Upgrade computers with sheriff dept., building security system at county complex includes sheriff's office. Installation of card access system. Grant allows them to keep from falling behind the technology curve - items not regularly in budget.
201. 97LBVX5112	Muskingum Co. Sheriff's Office	Computer upgrades for 25 computers to enhance communications. Includes CAD-Computer Aided Dispatch-enables dispatcher to increase ability to better serve public by decreasing response time to public calls.
202. 97LBVX5116	Bryan County Sheriff's Dept.	Equipment - computer & upgrades has enlarged database. Now handles new programs. Cameras for detectives for use at major/minor crime scenes. (Haven't spent it all yet.)
203. 97LBVX0368	Abbeville Sheriff's Office	Drug surveillance equip. - cameras/body wire - enabled officers to make arrest on known drug dealers resulting in prosecutions in court. Literature on crime prevention has gotten people to participate in calling police and resulting in arrests and convictions.
204. 97LBVX5133	Cherokee County Sheriff's Dept.	Hired F investigator for child abuse/sex crime against women cases. Portable radios and mobile radios better communication and faster responses. Upgraded weapons, replaced/added bullet proof vests ensuring safety of officers.
205. 97LBVX5137	Marion County	Planned to be used for equipment
206. 97LBVX5143	McMinn County Sheriff's Dept.	All equipment was to enhance DART, cameras/videos used to investigate crime scene/drug cases. Shields/arm/knee pads enhance officer safety; Bionic eye/ear used for surveillance in drug operations; TV/VCR for any type training sessions; overtime; Provided K-9 officer plus upkeep of dog - drug operations.
207. 97LBVX5149	Cameron County Sheriff's Dept.	Funds were used to purchase a vehicle, fully equipped, plus a few radios.
208. 97LBVX5156	Gregg County Constable Precinct #3	Purchased vehicle for him to use as constable. His position had become a civil processing job rather than law enforcement. Has allowed him to turn it into a full time law enforcement position. Was using own vehicle w/small allowance from local budget. Now visible presence able to do community policing, drug intervention-enforcing around school, drugs and truancy. Giving talks to students. Last yr. As a result made 11 drug arrests leading to 5 property/drug seizures, 250 traffic citations and has been able to back up the local police forces. He is 1 man agency at this time. Does every aspect of enforcement, reports, bookkeeping. Is hopeful that with '98 grant will be able to hire PT officer and mobile terminal to relieve county dispatch and PT secretary (has volunteer now).
209. 97LBVX5161	Jasper County Sheriff's Dept.	Bought computer/printer for jail; laptops for officer patrol; cameras for patrol cars used for accident scenes as evidence, 2 video cameras used same way. Finger print glass for investigation, 1 more printer - letter quality printer for correspondence in court documents. Camera to use for K-9 units, used in investigation making evidence in a more useful manner for the courts.
210. 97LBVX5166	County of Limestone Sheriff's Dept.	Hired one part time officer to cover the county better and more visibility for the sheriff's department. The officer that was hired had no specific objective other than to enhance crime reduction and prevention and to assist other officers.

Grant Number	Jurisdiction	Innovative Process or Practice
211. 97LBVX5177	Rusk County Sheriff's Office	Allowed us to better man the community with overtime hours. 999 sq. mile county. - 2 officers on each shift, with no overtime in budget - now able to fill in when an officer ill, vacation. Also added extra patrol on holidays and at special event. ---> Good community response - better police visibility.
212. 97LBVX5194	Roanoke City Police Dept.	Overtime for Bicycle Patrol produced positive contacts with community and very successful criminal arrests. Successful in establishing community crime prevention groups. Updated polygraph/photographic equipment. Overtime also enhanced law enforcement of transported weapon - has been a tremendous success. <I do not know what this means. -A.M.>
213. 97LBVX5207	Sheriff Dept.	They intend to purchase equipment for patrol cars though they are not sure what equipment. They did take \$300 out of their 10% matching funds and sent 2 citizens for treatment for male batterer repeat offenders.
214. 97LBVX5202	Harrison County Sheriff's Dept.	Computer upgrade for 13 work stations allows criminal history/uniform crime reporting which has been mandated by State. Much more efficient. Overtime kept Task Force officers on street resulting in tons of surveillance and many drug arrests.
215. 96LBVX0425	Law Enforcement- Navaho Nation	The funds allowed them to be able to go into the 9 different communities and present crime prevention programs and drug education. They focused on direct services instead of purchasing equipment. They had flyers and coloring books for school presentations. The OT was for the officer that did the program.
216. 96LBVX0659	Spokane Tribal Police Dept.	All for equipment to upgrade law enforcement - Laser printer to hook up to office equipment. Laptop computers for cars enables officers to do report in field, high visibility. Polaroid instamatic camera for crime scenes. Binoculars used in night surveillance. Bull horn to address the public. Portable radios, just stream light bars. "much more, could go on forever"
217. 96LBVX1344	Fort Belknap Community Council - tribal police	Provided opportunities to look at programs and see where we could provide improvement. Discovered key areas on reservation where security was needed, especially housing area. Began implementation of reservation - wide security system - all 4 communities under 1 dept. lowered criminal activity in key areas - Also used for overtime (which is not provided for in their budget) to supplement individuals when in midst of large operation or on large community functions, i.e. dances, etc.
218. 96LBVX1346	Police Dept.	They hired an officer to patrol and be a process server. The court system generates civil summons, subpoenas and warrants. They were very behind in serving these and the new officer did a great job. They also used the same officer for general patrol duties. A "jailer" was also hired. His job is to attend to those that are in their jail. A portion of the funds went to the Probation Dept. for a community service project. Rather than jail all offenders, they found jobs for them. Since they have a very small jail (holds 20), they needed to get people out. These offenders worked in lieu of fines or the dollars earned went toward their fines.
219. 96LBVX1350	BIA Law Enforcement Services	The funds were basically used to purchase uniforms, fully equipped; also, breath analyzers and surveillance cameras.
220. 96LBVX1795	Oglala Sioux Tribal Dept. of Public Safety	Equipment - computers help expedite ofcrs reports. Allows more time on street. Overtime used to put more ofcrs in high crime areas resulting in large increase in the # of arrests.



Grant Number	Jurisdiction	Innovative Process or Practice
221. 96LBVX2857	Cherokee Indian Police Dept.	Enabled them to focus on a specific problem and go after it. Prob. was increase in gang related activities. Were able to begin program to identify and eradicate. Taught officers about gang signing, graffiti, behavior formation so they'd be equipped to fight it. Produced "really cool" video "Through Our Eyes-Gang Presence on the Reservation" to teach with. Also purchased computers for officers: 2 in criminal invest. Division; 1, traffic division; 1, juvenile division. OT used to have 1 officer from each division to work on gang problem.
222. 96LBVX3560	Police Dept.	They purchased a patrol car used by one officer. Since they are a small tribal agency this officer does a variety of police work. They purchased 1 computer and peripherals. Then they loaded all their cases since 1993 so they would have some history (that is automated) of crimes in their area. This is the office computer. It is not linked to any other systems.
223. 96LBVX3567	Law Enforcement Center	They purchased software that allows the tribal courts, police, jail, dispatch and prosecutor's office to have access to criminal records, warrants and bonds. This has saved great amounts of time and research and has improved communication abilities.
224. 96LBVX3580	Turtle Mountain Band of Chippewa Indians	Because of the flexibility of LLEBG funds was able to utilize officers by putting them in the field on an overtime basis to take care of DUI accidents, domestic abuse, etc. Purchase of heavy duty jackets and applying insurance for weapons added to versatility and capability of police use.
225. 96LBVX3584	Tribal Cops	This grant was their only source for funds. Without this grant they would not have been able to purchase and equip 4 patrol cars. They also bought flashlights, arms, uniforms and badges. They now have the 4 patrol cars for 22 cops.
226. 96LBVX3736	Regulatory Commission of Nez Perce Tribe	They purchased computes, printers, paper, discs and software so that they could log in events. (they are required by law to record and report all police actions) They purchased a copy machine for general office use. They purchased a car so that they could transport personnel and equipment to their other office.
227. 97LBVX2547	City of San Jose Police	They upgraded their Automated Information System (AIS). They have over 1300 officers and several offices. They are now able to communicate with all of their officer's desktops, mobile data terminals and access county systems. Many computers were also purchased. 25 unmarked patrol cars were purchased for their Bureau of Investigations. An enclosed horse trailer for their mounted police unit. These horses (4) are mainly used for search and rescue. A small portion will be used to hire a temporary person to help with the grants administration process.
228. 97LBVX3036	Phoenix Police Dept	Equipment- Upgraded DNA lab and hired 1 staff person for lab, reducing number of unsolved crimes. Crime Prevention Program reduced truancy 75% by working with school district's At Risk Youth through AIM (Attendance Is Mandatory). Holistic approach working with family, social workers, etc.
229. 97LBVX3079	L.A. Police dept	"Couldn't get her to expand upon these- volumes and volumes of details" Hiring and equipment funds for Police Dept allowed city to meet some important staffing & technology needs. Crime prevention-Place innovative and comprehensive crime prevention program int middle schools-strategies & resolution to prevent gang violence
230. 97LBVX3230	City of Detroit	Video equipment: Purchased equipment to videotape arraignments

Grant Number	Jurisdiction	Innovative Process or Practice
	Police	instead of transferring suspects. Purchased digital cameras so that prisoners were not transferred. Upgraded computers for precincts and bureaus. Reports done on computers instead of hand written now.
231. 97LBVX5104	Stark County Sheriff's Dept.	All portable radios for deputy police officers. Secured frequency prohibits criminals from tuning in so they don't know what officers are planning, provides privacy to public calling in because folks with scanners can't tune in. Better communication and safety for officer.
232. 97LBVX5220	Philadelphia Police Dept.	Increased police presence for combating specific community crime problems- 3 separate overtime programs - truancy, quality of life, curfew enforcement. Addressed specific and separate needs of each neighborhood truancy officer on midnight-8:00AM shift. Worked overtime 8:00AM to 12:00 Noon to patrol school areas, bring in truants along with interagency coordination with school to put these kids back into place where they could be monitored rather than the old system of releasing them and just sending copy of report to their school. Lead to less truancy. Curfew program officers working till midnight worked 4 additional hours to patrol and enforce curfew and take individuals home, heading off crimes that happen in these hours - vandalism, theft. Only small portion used here since '96 funds began that program and by '97 were working to handle with regular patrol hours. Quality of life crimes - narcotics, alcohol, disorderly conduct, vandalism - with overtime more officers on the street. Expansion of crime analysis unit, Used computerized digital mapping of crime areas to efficiently place more officer's directly where needed and bring violators in on these crimes. Dovetails with night court programs below. School district enhanced school security-had 1000 yard perimeter where it was demanded to be drug free. Also, education program within school for same. Night court judges volunteered time from 12:00AM to 8:00AM to take in cases immediately from quality of life crimes program. Cases that could be handled quickly to jury, etc. Drug Court volunteer judge expedited cases: gave opportunity to drug offenders to agree to participate in drug rehab. in exchange for sentence. Would then be monitored for drug use, and jailed if found using. Paid for extra time staff needed to do so. This was an expansion of program begun under '96 grant. Equipment was purchased to begin, expand or support 24 different programs, including surveillance equipment for SWAT team, fiber optic technology to work with robotics, and computers. Hand held breathalyzers for street officers to more quickly identify drunk drivers. Driver simulators for training officers at academy, reducing loss of police cars as well as accidents occurring involving public. Rented van to support homeless. Officers manned vans to identify homeless, help them find resources and to identify homeless individuals who have criminal records or warrants and adjudicate and place them. Hoping to purchase van with '98 funds. They received \$4.5 million and very enthusiastic about all they have been able to do. Total of about \$15 million between 1996, 1997 and 1998 LLEBG grants. Has been one of the very best things for their city. Said they had a site visit in '96 from BJA to show where funds went.

**ATTACHMENT A-5**

**Screening Protocol  
for Nominated LLEBG Jurisdictions  
with Innovative Practices or Processes**

**SCREENING PROTOCOL  
FOR NOMINATED LLEBG JURISDICTIONS  
WITH INNOVATIVE PRACTICES OR PROCESSES**

**INSTRUCTIONS FOR SCREENER:** *Ask questions 1 through 3 only, but listen for answers to Questions A through F (use them as probes if necessary). Do not go through the check-list with the interviewee.*

**Introduction:**

On behalf of BJA and NIJ, COSMOS is studying ways that the Local Law Enforcement Block Grant has helped local communities to improve their law enforcement and other criminal justice related practices. [You have been nominated by BJA/ you have nominated your practice] and we wanted to ask some brief questions about what that practice entails.

**Name of Jurisdiction:** City of DeSoto, TX  
**Name of Contact:** William Brodnax, Cindy Tyndall  
**Number:** 972-230-5758 / 972-230-5739  
**LLEBG Grant Number:** 97-LBVX-2046

**1. What is the practice and how does it presently operate? Describe.**

- Probe:** Which unit or department is implementing the practice?
- Probe:** When did the practice begin?
- Probe:** Is there a steering committee or task force that is set up to implement this (not just the department or entity itself)?
- Probe:** Are there any outcomes or evaluations about the practice?
- Probe:** In what way is the practice innovative?

Spoke to Cindy Tyndall who leads the SHARP (Sexual Harassment and Rape Prevention) Program. The program was started last August and five classes have been held to date (with a 50-60 women attending). She has a four more classes scheduled within the next few months (including some corporate programs).

The program includes two four hour classes. The first class focuses on crime prevention and teaches participants how to avoid dangerous situations, and what characteristics an attacker often looks for in a victim. The second class deals with escape techniques using the "pressure point control systems" approach (an empty hand low-

impact defense, dealing with nerve). The program does not teach participants how to fight an attacker, but how to escape certain holds and some stunning techniques.

Officer Tyndall has been the crime prevention officer in Desoto for a number of years. The decision was made to start the SHARP program because of the number of requests she received from women asking for this type of program. Officer Tyndall said that they decided to use the SHARP program because many people freeze up when they are being attacked and are unable to fight their attacker effectively, and teaching prevention and escape techniques helps avoid that situation.

LLEBG funds have been used to purchase materials for the class (particularly workbooks). They are contemplating using some of the money to purchase punching bags as well.

Officer Tyndall has classes scheduled on: April 19 and 21; April 27 and 29; May 3 and 4; and May 10 and 11.

Desoto is a suburb located just south of Dallas.

2. **Is there any information available on the practice, such as a proposal, annual report, forms, logs, or evaluations, that you can either fax or mail to us so we can make sure we understand what your site is doing?**

Sending a workbook and other relevant materials that she can find.

3. **As I mentioned, we are collecting interesting and promising uses of the block grants. BJA may want to share information about these practices with other agencies. Would you be willing, should we decide to study your practice in more detail, to have your site visited?**

- a. If so, who is the director of the project who I would contact to confirm that we are interested in doing a site visit?

Name: Cindy Tyndall

Phone Number: 972-230-5739

b. Who else would you think we should meet with while on a site visit?

Name: Chief of the Department

Agency: \_\_\_\_\_

Name: Participants in the program

Agency: \_\_\_\_\_

Name: Possibly Advisory Board?

Agency: \_\_\_\_\_

Name: \_\_\_\_\_

Agency: \_\_\_\_\_

**A. Is the practice a new approach to any of the following areas:**

- Hiring of Law Enforcement Personnel**  
(Hiring, training and employing, on a continuing basis, new, additional law enforcement officers and necessary support personnel—law enforcement officer may be, but is not limited to, police, corrections, probation, parole, and judicial officers.)
- Overtime**  
(Paying overtime to presently employed officers and necessary support personnel for the purpose of increasing the number of hours worked by such personnel.)
- Equipment**  
(Procuring equipment, technology, and other materials directly related to basic law enforcement functions.)
- Enhancing Security**  
(Enhancing security measures in and around schools; and in and around any other facility or location that the unit of local government considers a special risk for incidents of crime.)
- Drug Courts**  
(Establishing or supporting drug courts—continuing judicial supervision over offenders who are substance abusers but not violent offenders; integrating administration of other sanctions and services.)
- Enhancing Adjudication**  
(Enhancing the adjudication of cases involving violent offenders, including cases involving violent juvenile offenders.)
- Multi-Jurisdictional Task Force**  
(Establishing a task force, particularly in rural areas, composed of law enforcement officials representing units of local governments, which will work with Federal law enforcement officials to prevent and control crime.)
- Crime Prevention**  
(Establishing crime prevention programs involving cooperation between community residents and law enforcement personnel to control, detect, or investigate crime or the prosecution of criminals.)
- Indemnification Insurance**  
(Defraying the cost of indemnification insurance for law enforcement officers.)
- Other, please describe** \_\_\_\_\_

**B. What are the direct law enforcement or criminal justice goals of this practice?**

(WHAT ARE YOU TRYING TO DO?)

**Law Enforcement**

- Ease the workload of police officers (e.g., hiring additional officers, overtime assignments)
- Make law enforcement more efficient (e.g., data driven problem solving procedures—problem-oriented policing)
- Increase the safety of police officers (e.g., purchase of vests, guns)
- Make police officers more effective in solving crimes and arresting suspects (e.g., fingerprint ID, laptops, radar guns)

**Youths**

- Improve safety of schools
- Work with youths to prevent them from engaging in gang, drug, or other criminal activity)

**Community**

- Develop better relations between the police and the community or other agencies, and engage the community in reducing crime.
- Other, please describe \_\_\_\_\_

**C. How does the practice set out to accomplish its goals?**

(HOW ARE YOU TRYING TO DO IT?)

- Educational programs at schools
- Increased number of police officers on neighborhood patrols
- Visible police presence at schools
- After school activities
- Purchase of new high-tech equipment (GIS Mapping)
- Training for Officers, please described (what type) \_\_\_\_\_
- Support of community or interagency programs
- Support for the courts (probation) or prosecutors' offices
- Gang resistance and prevention
- Other, please describe Crime Prevention and Escape technique training (mostly for women) \_\_\_\_\_

**D. Does the practice apply a new technology, methodology, or policies that improves law enforcement efforts or allows officers (or other relevant individuals, i.e., judges, prosecutors, etc.) to be more efficient or effective?**

If so, please describe: \_\_\_\_\_

**E. How are LLEBG funds used to support the practice?**

Funds are used to purchase materials for the course, including workbooks and punching bags

**F. Would you characterize this effort as a public/private partnership or a cross-agency partnership?**

If so, what types of organizations or individuals are involved in the practice (include your organization)?

**Lead Org**

**Local Law Enforcement Agencies**

- Local or municipal law enforcement
- County law enforcement or sheriff's department
- Other local law enforcement agency
- Specify \_\_\_\_\_

**Local Prosecutor's Office/District Attorney**

- Prosecutor's office
- Other local prosecutor's office representative
- Specify \_\_\_\_\_

**Local Court System**

- Courts (Court Administrator)—Adult or juvenile
- Judges—Adult or juvenile
- Probation department—Adult or juvenile
- Other court system agencies such as corrections, pre-trial
- Services, victim services.
- Specify \_\_\_\_\_



**Public School System**

- School district
- Other public school system representatives
- Specify \_\_\_\_\_

**Local non-profit education, religious or community groups active in crime prevention or drug use prevention or treatment**

- Private community-based organizations such as substance
- Abuse treatment, youth services
- Specify \_\_\_\_\_
- Grassroots organizations, such as neighborhood crime
- Prevention, civic improvement, neighborhood councils
- Specify \_\_\_\_\_
- Business Community/Chamber of Commerce
- Faith Community

**Other Community Groups**

- Mayor's office/City manager, County Administrator
- City or County council
- Municipal or county agency such as community centers, health, housing, recreation, neighborhood service coordinators
- Specify \_\_\_\_\_
- Other

**ATTACHMENT A-6**

**LLEBG Site Visit Protocol**

## LLEBG SITE VISIT PROTOCOL

### Site Visit Objectives:

To determine how LLEBG funds are allocated at the local level;

To determine how LLEBG funds are being used at the local level; and

To describe innovative practices—new approaches to law enforcement (hiring, overtime, and equipment), enhancing security, drug courts, enhancing adjudication, multi-jurisdictional tasks, crime prevention, indemnification insurances—that involve LLEBG funds.

### Use of LLEBG Funds:

#### 1. *Innovative Law Enforcement Practice*

- a. Describe the practice in detail.  
*Probe:* When did the practice begin? What are the goals and objectives of this practice? How are trying to reach those goals?
- b. Does the practice involve collaborative efforts across communities, community segments, and/or jurisdictions? If so, name them and the nature of their involvement—local law enforcement agencies (city, county, other); prosecutor's office; court system (judges, court administrator, probation departments); public school system; private non-profit community-based organizations, such as substance abuse treatment and youth services; grassroots organizations, such as neighborhood crime prevention, civic improvement, and neighborhood councils; faith community, business community and chambers of commerce; Mayor's office/City Manager; County Administrator; City or County council; and municipal or county agencies, such as community centers, health, housing, recreation, neighborhood service coordinators.  
*Probe:* Describe the nature of your collaborative and linkages, such as organizational structure (formal or informal), MOUs, staffing, newsletters, and community meetings.
- c. How did the idea of funding this innovative practice(s) come to your attention?

*Probe:* Through an application process? A good idea that reached the decisionmakers through the course of their work in the community? A funding request from other funds? Other?

*Probe:* Describe community conditions, such as laws, trends, needs assessments, events, or other conditions that identified the need for this innovative practice.

- d. How much LLEBG funding has been allocated for this innovative practice(s) by year? Were funds subcontracted or transferred to implement the practice? If so, to what organization(s)?
- e. Describe what the LLEBG funds buy to support this practice?  
*Probe:* Number of FTEs, what type of materials, space, services, other budget items?
- f. Is there a target population that this practice is intended to impact? (Geographic and/or age group, gender-specific, other criteria) How was it selected and by whom?
- g. Describe the planning process in developing the innovative practice.  
*Probe:* Who was involved? Was local data used? Is there an annual planning process?
- h. Describe how the program will continue to be funded, with or without government funding? How critical was federal funding to initiate the program?

## ***2. Innovative Allocation Practice***

- a. Jurisdiction Allocation:
  - 1. What has the LLEBG funding amount been per year beginning in Round 1 in 1996?  
*Probe:* Confirm amounts from BJA database.
  - 2. Do funds come from the state to the local jurisdiction or directly to your jurisdiction from BJA?  
*Probe:* Who receives the funds? Which entity of local government--police, general fund, etc.?

b. Local decision-making process:

1. Once the funding amount is determined for your local jurisdiction, describe the process for determining how the LLEBG funds will be allocated each year?

*Probe:* Is there an application process? If so, describe it. Do you have documents for the application process (if any)?

*Probe:* Describe the composition of the Advisory Board, if any. How often does it meet? On what basis are funding allocations made (local data, needs assessment results, matching funds, other)? Are there minutes of those meetings? To whom does the Advisory Board make recommendations?

2. Was there a difference in the program (practice) identified in the application and how the funds were actually used (allocated)?

*Probe:* If so, what process was used to change the implemented program?

3. Who makes the final decision on how LLEBG funds will be allocated annually?

c. Use of funds:

1. Using the six BJA funding categories for use of LLEBG funds, how have you allocated LLEBG funds per year? (Broad percentages across categories—law enforcement (hiring police, overtime, equipment), enhancing security, drug courts, enhancing adjudication, multi-jurisdictional tasks, crime prevention, and indemnification insurance).
2. Were the LLEBG funds combined with other Federal, state, or local funds, or with LLEBG funds from prior years to implement the innovative practice?

### 3. Evaluation

- a. Is (has) your practice being (been) evaluated? Does your practice have measurable goals?

Examples of evaluations:

Formal external evaluation—an assessment of program outcomes by outside entity (e.g. university research center, private organization);

Formal internal evaluation—assessment using resources of one of the participating agencies (e.g. police department crime analysis unit)

Informal internal evaluation—data being collected as part of a program management requirement or to produce progress reports.

- b. What program outcomes have been identified, to date? Are there any rival explanations to the program outcomes?
- c. How are program outcomes being measured or evaluated? Who is conducting the evaluation? How often are data collected and analyzed?
- d. For those practices supported by multiple funding sources, can you identify outcomes that are attributable to LLEBG support?
- e. How are evaluation results included in the planning process?  
*Probe:* Is there a feedback process to inform revisions in program planning?
- f. Is there a written evaluation document?

**APPENDIX B**

**LLEBG Local Application Form**

# LOCAL LAW ENFORCEMENT BLOCK GRANTS PROGRAM

## LOCAL APPLICATION FORM

1. GFDA NUMBER  
16.592

2. APPLICANT IDENTIFIER CODE	3. LEVEL OF GOVERNMENT	4. NAME OF JURISDICTION

5. AUTHORIZED SIGNING OFFICIAL TITLE	

6. PREFIX	7. AUTHORIZED SIGNING OFFICIAL FIRST NAME	8. INITIAL	9. AUTHORIZED SIGNING OFFICIAL LAST NAME

10. PHONE NUMBER	11. FAX NUMBER	12. AUTHORIZED SIGNING OFFICIAL STREET ADDRESS, NO P.O. BOXES

13. COUNTY	14. CITY	15. STATE	16. ZIP CODE

17. PREFIX	18. CONTACT FIRST NAME	19. INITIAL	20. CONTACT LAST NAME

21. CONTACT TITLE	22. PHONE NUMBER	23. FAX NUMBER

24. VENDOR NUMBER	25. FISCAL YEAR	26. ACH/LOCES NUMBER	27. FEDERAL COGNIZANT AGENCY	28. DATE SENT TO SPOC

29. DATE SENT TO STATE	30. PROVISION	31. AWARD AMOUNT	32. MATCHING FUNDS CODE
	A. YES      B. NO	A. FEDERAL      B. MATCH	

33. PURPOSE AREAS					
A. HIRING	1. # OF CURRENT OFFICERS	2. # OF OFFICERS	I. LAW ENFORCEMENT FUNDS 3. # OF SUPPORT PERSONNEL TO HIRE	B. OVERTIME	C. EQUIPMENT

A. SWORN	B. CIVILIAN

II. ENHANCING SECURITY	III. DRUG COURTS	IV. ENHANCING ADJUDICATION	V. MULTIJURISDICTIONAL TASK

A. SCHOOLS	B. OTHER	A. ESTABLISH	B. SUPPORT	A. JUVENILES?	B. ADULTS?	A. RURAL?	B. URBAN?

VI. CRIME PREVENTION	VII. INDEMNIFICATION INSURANCE

**Your signature represents your legal binding acceptance of the terms of this application and your statement of the veracity of the representations made in this application. The document has been duly authorized by the governing body of the applicant and the applicant will comply with the three attached forms: 1) Assurances; 2) Certifications Regarding Lobbying; Debarment, Suspension and Responsibility Matters; and Drug-Free Workplace Requirements; and 3) Certification Regarding Public Safety Officer Health Benefits.**

34. SIGNATURE OF AUTHORIZED SIGNING OFFICIAL	35. DATE

CONTACT ADDRESS (IF DIFFERENT FROM ABOVE): \_\_\_\_\_

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**APPENDIX C**

**LLEBG Project Information Form**

# LLEBG Local Face Sheet

<b>1) Grantee Jurisdiction</b>		<b>2) Award Number</b>	<b>3) Vendor ID Number</b>	
CITY, STATE		97LBVX0000	00011222	
<b>4) Program Contact Person First Name</b>	<b>5) Initial</b>	<b>6) Contact Last Name</b>		<b>7) Contact Phone Number</b>
JOHN	M.	SMITH		222-555-1234
<b>8) Contact Fax Number</b>		<b>9) Federal Award Amount</b>		<b>10) Reporting Period Covered</b>
222-555-1245		\$485,000		01/01/97-06/30/97
<b>11) Disparate Jurisdiction</b>		<b>12) Joint Spending Plan</b>		<b>13) Reallocation</b>
YES		YES		a) Transfer/ Receive/No Funds
				b) Amount of Transfer
		B		\$55,000
<b>14) Purpose Area (PA) Distribution</b>				
	a) Allocations	b) Expenditures Since Beginning of Project		c) Expenditures During Reporting Period
PA 1				
PA 2	\$340,000	\$50,000		
PA 3	\$200,000	\$125,000		\$100,000
PA 4				
PA 5				
PA 6				
PA 7				

OMB Approval Number 1121-0204. Expires May 31, 2000.

# LLEBG Project Information Form (PIF)

PART I: GENERAL OVERVIEW											
1) Grantee Jurisdiction				2) Grant Award Number				3) Vendor ID Number			
CITY, STATE				97LBVX0000				000111222			
4) Purpose Area		5) Level/Type of Participating Agency(ies)			6) Function of Implementing Agency(ies)			7) Target Age Group		8) Target Gender	
3		B C			G			A		B	
9) Project Descriptors (Specify in Blank If Other Than Word on List)											
77		60		72							
10) Types of Initiatives											
A			B			C			D		
\$60,000			\$35,000			\$5,000					
PART II: EQUIPMENT, FACILITIES/TECHNOLOGICAL IMPROVEMENTS, AND INFO. SYSTEMS											
11) Nature of Equipment and Improvements											
A		B		C		D		E		F	
		\$60,000									
G		H		I		J		12) Primary Users			
								A			
PART III: PERSONNEL											
13) Number of Positions (FTEs)											
A		B		C		D		E		F	
J		K		L		M		N		O	
I										14) OT Hours	
PART IV: TRAINING											
15) Number of Each Type of Personnel Trained											
A		B		C		D		E		F	
K		L		M		N		O		P	
										16) Level of Training	
										A	
PART V: PROJECT SUPPORT											
17) Activities						18) Materials					
A		B		Other (Specify)		A		B		Other (Specify)	

OMB Approval Number 1121-0204. Expires May 31, 2000.

U.S. GOVERNMENT PRINTING OFFICE: 1997 ... 457 173 82056

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**APPENDIX D**

**Brief Description of 18 LLEBG-supported Local Practices**

## BRIEF DESCRIPTION OF 18 LLEBG-SUPPORTED LOCAL PRACTICES

State/Locale	Est. Population <sup>1</sup>	Name of Practice	Description
<b>AR</b>			
Pulaski County	350,345 <sup>2</sup>	Citizen's Academy	The Pulaski County Sheriff's Office conducted three citizen academy sessions (each session was for one three-hour night a week, for 12 weeks), with a total of 53 graduates, in 1998 and 1999. The purpose of the academy was to inform citizens of law enforcement officers' daily work and to increase interpersonal dialogue between citizens and deputies.
<b>AZ</b>			
Phoenix	1225692	Operation AIM	The program is designed to increase school attendance by chronically truant students, aged 6-16, by sending out warning letters, issuing citations, and offering enrollment in counseling (diversion) activities. As part of an extensive multi-agency collaboration, the schools send out the initial warning letters and the city prosecutor's office sends out the final warning that precedes issuance of a citation.
Show Low	7,896 <sup>3</sup>	Automated Booking Procedure	The procedure is based on the creation of a database and replaces the need to complete eight forms manually or to repeat the whole set of forms for repeat offenders. Using a digital camera allows storage of photos in the database as well. The software may be used to create other databases, to increase citizen safety, such as including residents with Alzheimer's disease and who might be confused or lost.

<sup>1</sup>Source (unless otherwise noted): *Crime in the United States, 1998: Uniform Crime Reports*, Federal Bureau of Investigations, 1999.

<sup>2</sup>Source: U.S. Census Bureau, 1998 estimates (for Exhibit 4-3, an estimated population of 60,000—representing the population of the sheriff department's jurisdiction was used to correspond with crime data)

<sup>3</sup>City of Show Low official estimate.

State/Locale	Est. Population <sup>1</sup>	Name of Practice	Description
CA			
San Francisco	741362	Youth Treatment and Education Court	The court offers alternative prosecution and probation to nonviolent drug and alcohol abusers, age 14–18. The program integrates education, substance abuse treatment, family services and life skills development. The program also involves coordination between other local agencies and the San Francisco Police Department.
Stockton and San Joaquin County	549,212	South Stockton Co-Op	The two jurisdictions pooled their LLEBG funds to support new juvenile crime prevention and intervention projects. Among them, the co-op is an early intervention project to divert youth from the juvenile justice system, with collaboration by the schools, law enforcement, and probation agencies. The co-op means that law enforcement and probation officers work from the same community- or school-based office and the same probation officer works with a youth throughout the process.
CO			
Aurora	262,465	GIS Mapping and Crime Analysis	Crime reports filed by police officers are encoded into a GIS system, to permit crime analysts to search for patterns of criminal activity. Where such patterns are detected, the information is issued in a "pattern bulletin": and made available to officers and detectives. The operation also permits district commanders to be held accountable for responding to criminal activity in their jurisdictions.
FL			
Jacksonville	703,251	Transition House for Released Juveniles Adjudicated as Adults	Juveniles have been adjudicated as adults since March 1992. Once adjudicated, they are no longer eligible for juvenile services, when released, and the juveniles also may have no place to go. The State Attorney's Office therefore designed a transition house concept, providing a place to live as well as counseling, mentoring, and other support.
Palm Beach County	1,036,734	Community Justice Initiative	The initiative was designed and is coordinated by the Criminal Justice Commission which consists of 21 public sector agencies and 12 business leaders. The initiative currently has three components: a community justice pilot project (victim, community, and criminal justice system together define an offender's penalties), a community court (deals with misdemeanor violations), and a juvenile assessment center.

<sup>1</sup>Source (unless otherwise noted): *Crime in the United States, 1998: Uniform Crime Reports*, Federal Bureau of Investigations, 1999.

State/Locale	Est. Population <sup>1</sup>	Name of Practice	Description
LA			
Kenner	72,263	Mayor's Night Hoops	The program involves 150 to 175 youths, aged 15–18 and 19–25, organized into competitive basketball teams. Qualifying youths must: pledge to be drugfree and not associated with youths who use or sell drugs; attend an educational seminar (aimed at public health, employment, and related topics) before or after every game; and present a photo ID and sign a roster every game evening.
MD			
Baltimore	662,253	Comprehensive Communities/ Hot Spots	The initiative's goal is to reduce crime resulting from open air drug markets. The initiative consists of many community organizations and activities collaborating to achieve this goal in 13 core communities through a series of activities, including a youth tribunal, a youth court, community conferencing and coordinators, and a firearms investigation unit.
MO			
Kansas City	447,730	Alternative Schools Network Association	A cross-county network of public schools, agencies serving at-risk youths, and others collaborate to place at-risk students in an alternative environment. The alternative environment is aimed at providing a quality education and includes other services such as child care for teen parent students, substance abuse counseling, job readiness and college preparation.
St. Louis	344,153	Youth Crime Prevention Strategy	The strategy is a collection of social service and law enforcement programs, involving close collaboration among the city, metropolitan police department (a State agency), U.S. Attorney's office and local prosecutor's office, and local social service agencies. Funded activities include curfew and truancy centers, youth gang prevention, crisis intervention and trauma centers for gang victims, gun suppression, and demolition.

<sup>1</sup>Source (unless otherwise noted): *Crime in the United States, 1998: Uniform Crime Reports*, Federal Bureau of Investigations, 1999.

State/Locale	Est. Population <sup>1</sup>	Name of Practice	Description
ND			
Fort Totten	5,086 <sup>4</sup>	Spirit Lake Juvenile Court	The court has jurisdiction over youth up to the age of 18 on the Spirit Lake Sioux reservation. The court is now more fully staffed—with a prosecutor, an intake officer who is the court's liaison with the community (and also makes unannounced home visits), and a probation officer—to assure that the juvenile code is consistently applied. The court also has established a working relationship with the two schools on the reservation.
NE			
Omaha	368,258	Drug Court	The court currently serves 267 participants, who appear before a judge once a month, undergo drug testing once a month, and regularly attend treatment or after-care counseling sessions. Graduation, taking about 18 months to complete and including assumption of regular employment, earns dismissal of the original felony drug charge.
OK			
Tulsa	386,251	Tulsa Parenting Partnership	The mayor's office initiated the parenting partnership to prevent incarcerated women and their children from getting involved in the penal system in the future, by: promoting self-sufficiency and providing a 96-hour (six months) family/life-skills enrichment program; forming a systematic referral network; and offering other related services.
OR			
Portland	488,813	Mobile Command Unit	The police department purchase a redesigned mobile command unit, which operates on the scenes at high-risk law enforcement incidents (e.g., barricaded suspects), natural disasters, or other major community events. The enhanced design extends the unit's communications capability, permitting the unit to locate at a safer distance from the scene of an incident, as well as other features permitting improved services.

<sup>1</sup>Source (unless otherwise noted): *Crime in the United States, 1998: Uniform Crime Reports*, Federal Bureau of Investigations, 1999.

<sup>4</sup>Bureau of Indian Affairs.



State/Locale	Est. Population <sup>1</sup>	Name of Practice	Description
PA Philadelphia	1,449,419	Crime Analysis and Compstat	The police department established a crime analysis program, using the Compstat (computerized statistics) process, for the entire city. The program involves timely and accurate intelligence, targeted strategies, responsive deployment of resources, and assessment and evaluation, thereby instilling accountability at every department level.
TX Travis County	710,626 <sup>5</sup>	Sheriff's Combined Auto Theft Task Force	Fourteen counties have combined to provide deputies in all counties with cross-jurisdictional authority. The resulting network encourages common prevention, detection, and interdiction for stolen vehicle trafficking and also has uncovered previously unreported problems such as thefts of farm vehicles and construction equipment. The collaboration also has extended beyond car thefts.

<sup>1</sup>Source (unless otherwise noted): *Crime in the United States, 1998: Uniform Crime Reports*, Federal Bureau of Investigations, 1999.

<sup>5</sup>Source: U.S. Census Bureau, 1998 estimates

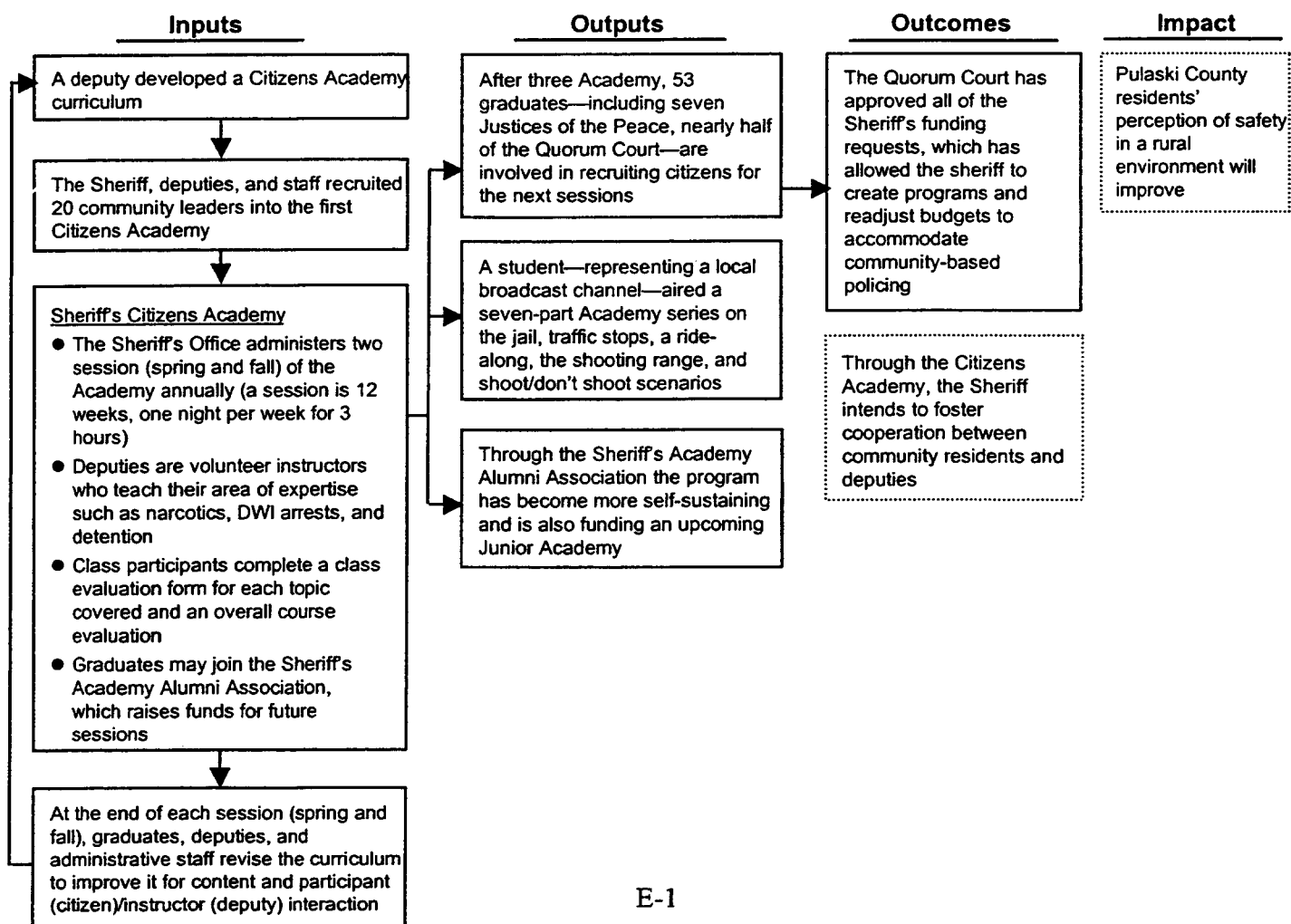
**APPENDIX E**

**Summary and Logic Model of 18 LLEBG-supported Local Practices**

## THE PULASKI COUNTY SHERIFF'S CITIZENS ACADEMY LITTLE ROCK, ARKANSAS

The Sheriff of Pulaski County, Arkansas, used 1996 Local Law Enforcement Block Grant (LLEBG) carryover funds to initiate a component of his overall community-oriented policing philosophy—the Pulaski County Sheriff's Office Citizens Academy. The Sheriff's broad goal is to have deputies utilize community interaction in doing business daily. To encourage community interaction, the deputies are responsible for working with existing and forming new crime watch groups within their own districts. The Citizens Academy provides another opportunity for citizens to get to know the deputies and to have some understanding of what their job entails. The Sheriff's hope is that citizens will become familiar enough with the deputies to contact them and provide support. The purpose of the Academy is not to make citizens law enforcement officers but to inform citizens of law enforcement officers' daily work.

As of April 1999, the Pulaski County Sheriff's Office has conducted three Citizens Academy sessions with a total of 53 graduates—spring and fall of 1998 and spring 1999. For 12 weeks, approximately 20 community leaders attend classes one night a week for three hours. The initial \$5,000 of LLEBG funding provided printing costs, food, ammunition for the firing range, pamphlets on topics included in the curriculum, and promotional items, such as shirts and caps for participants. Only the first Citizens Academy was supported with LLEBG funds. The second and third Academy sessions had lower budgets than the first one and were primarily funded through donations from the Citizens Academy Alumni Association; small businesses, which provided some refreshments; and small departmental contributions from existing line items.

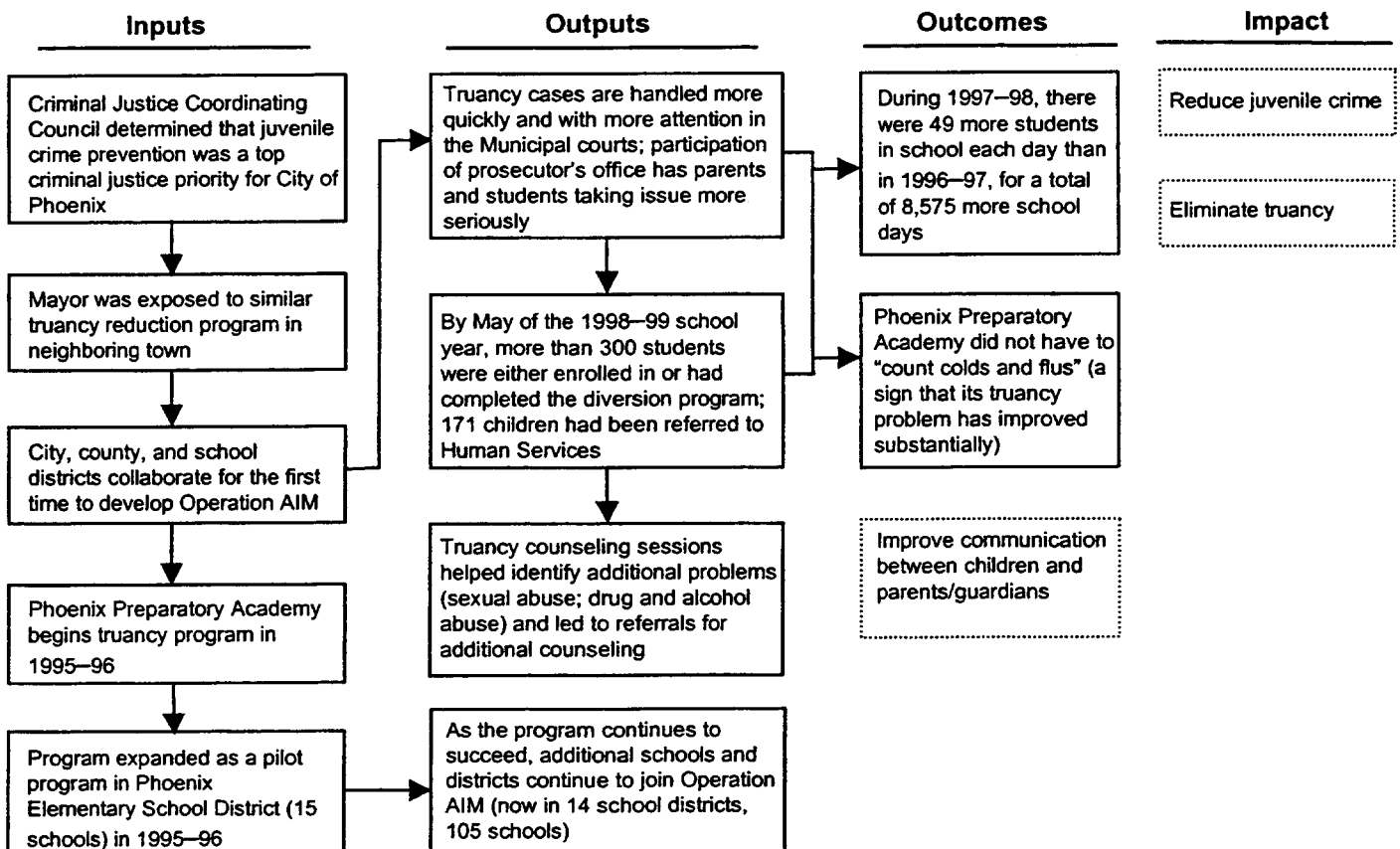


## OPERATION AIM PHOENIX, ARIZONA

The City of Phoenix, Arizona, uses approximately 12 percent (\$250,000 to \$300,000) of its total Local Law Enforcement Block Grant (LLEBG) funds (\$2.5 million) annually to support Operation AIM (Attendance Is Mandatory). The program is designed to increase school attendance by chronically truant students ages 6–16. Warning letters are sent to parents or guardians after the third and fifth truancy. An additional unexcused absence results in a citation that can be dismissed once the student and parent or guardian complete a diversion program. Collaboration among various city and county agencies is essential to the success of the program; the partners include the schools, school districts, the Maricopa County Juvenile Court Center, the City of Phoenix Department of Parks, Recreation and Library, the City Prosecutor's Office, the Police Department, the Department of Human Services, the Municipal Court, and the Office of the City Manager.

The program began as a pilot in one school district in 1996, and has expanded to include 14 school districts, 105 schools, and approximately 100,000 students.

Participating schools have experienced increased attendance. The City Auditor Department reviewed the records of students who completed the program as 7th graders and found a 38 percent decrease in the number of truant days the following school year. The Auditor also found that from the 1996–97 school year to the 1997–98 school year, average daily attendance increased by 49 students for a total of 8,575 total school days.

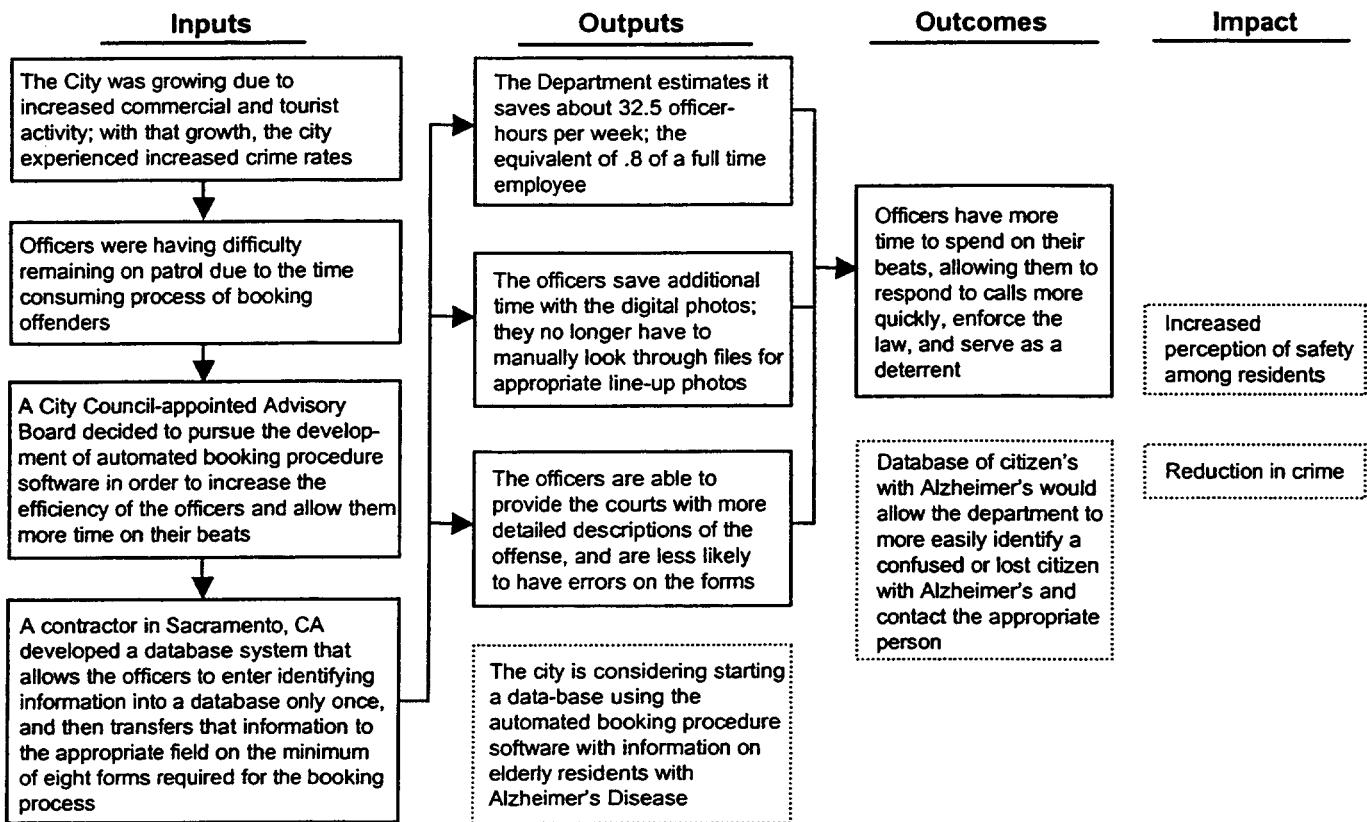


## AUTOMATED BOOKING PROCEDURE SHOW LOW, ARIZONA

The police department in Show Low, Arizona, used 100 percent of its 1996 Local Law Enforcement Block Grant (LLEBG) funds (\$12,300) to purchase software and equipment to implement an automated booking procedure. In addition to funding the development of the software and the purchase of a computer for the booking room, the LLEBG funds were also used to purchase a digital camera for taking mug shots.

The new software allows the officers to substantially reduce the amount of time spent completing the necessary booking forms and has led to more accurate and detailed forms. Prior to the automated booking procedure, officers were required to manually complete a minimum of eight forms, all of which required some of the same information (i.e., name, address, and other identifying information). With the new system, that information needs to be entered once into the database. The forms are then automatically generated, pulling information from the relevant field for each form. In addition, if the arrestees are repeat offenders, they will already be part of the database and the booking officer only needs to insure the accuracy of the identifying information. Prior to the purchase of the digital camera, the officers used a Polaroid camera and chemically treated each photo to preserve it. The digital cameras allow the officers to just snap the photo and store it in the database. The digitized photos can be pulled up on the screen for a line-up or any other purpose, and may be printed in color or black and white.

The manual booking of an offender took an average of one and one-half hours to complete. The new system allows the officers to complete the booking in 30 to 45 minutes. The department claims the automated booking procedure saves its officers more than 32 hours each week, or about 80 percent of a full-time officer each year. The officers also claim that the new system reduces human error, since the information no longer needs to be entered repeatedly on the many forms. Officers state that the system allows them to be more thorough in their description of the alleged crime, because they have more time and the information only has to be typed once.



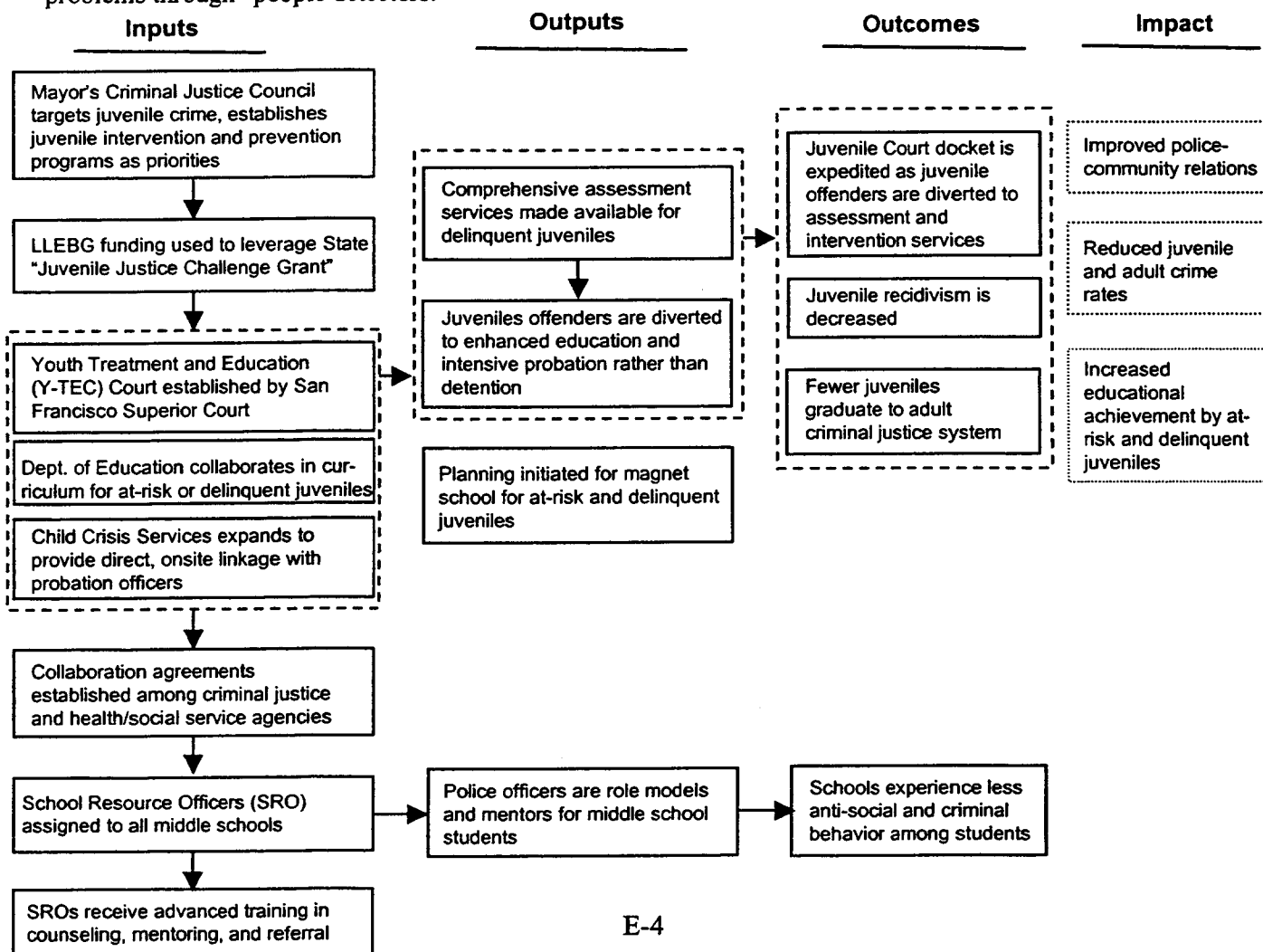
## SAN FRANCISCO JUVENILE JUSTICE INITIATIVE SAN FRANCISCO, CALIFORNIA

The San Francisco Mayor's Criminal Justice Council (CJC) has utilized its Local Law Enforcement Block Grant (LLEBG) funds to initiate and expand juvenile intervention and prevention efforts, and to leverage an additional \$5 million in State Challenge Grant support to combat juvenile crime.

LLEBG support has provided for assessments of delinquent adolescents and expansion of the Child Crisis Services program, including direct linkage with probation. Non-violent drug and alcohol abusers, ages 14-18, are now offered an alternative to prosecution and probation through a Youth Treatment and Education Court (Y-TEC) which is exhibiting remarkable success in reversing criminal activity patterns among those diverted to their Youth Guidance Center rather than a juvenile detention site.

School Resource Officers (SRO), sworn officers from the San Francisco Police Department who receive additional training in mentoring, counseling, and communication, provide ten hours service to every San Francisco middle school. All schools are backed up by code "29" vehicles (patrol cars that respond immediately to any school site call) staffed by officers who are trained and experienced in dealing with adolescent issues.

According to the CJC, San Francisco's coordinated judicial, law enforcement, and education efforts eliminate the need for metal detectors in schools because their assessment and intervention efforts prevent problems through "people detectors."

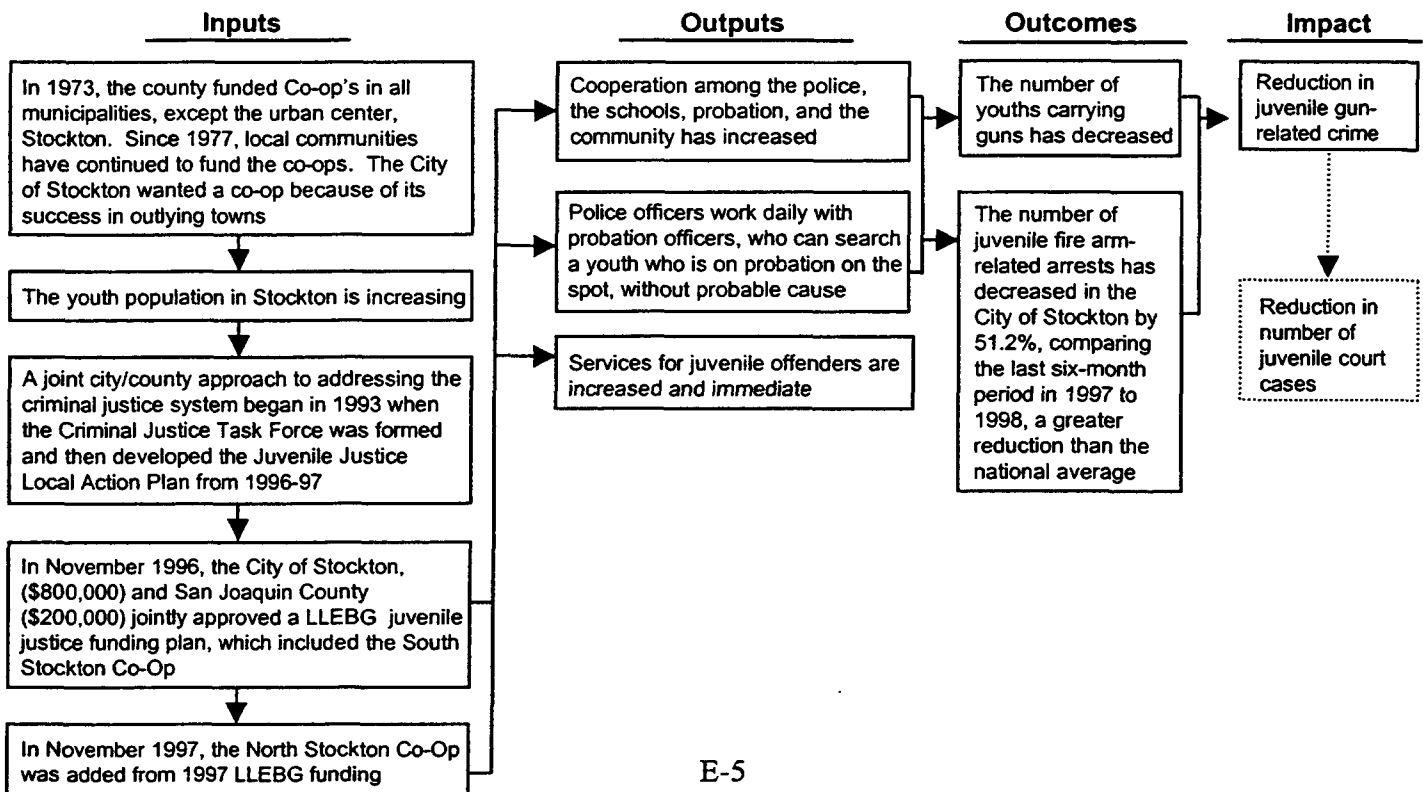


**THE SOUTH STOCKTON CO-OP  
CITY OF STOCKTON AND SAN JOAQUIN COUNTY  
STOCKTON, CALIFORNIA**

The City of Stockton and San Joaquin County, California, pooled their Local Law Enforcement Block Grant (LLEBG) funds respectively, to form a \$1,000,000 funding pool to exclusively fund new projects that provide juvenile crime prevention and intervention services. The Board of County Supervisors is the grantee for the pooled fund. This slate of innovative juvenile justice programs was developed with input from multi-agencies within both the city and county governments. The juvenile justice agencies, using the LLEBG funds, have taken aggressive action to prevent youth from committing the crimes that get them involved in the juvenile justice system.

The projects range from gang and gun violence intervention and reduction to dealing with first-time offenders in a way that will prevent them from getting involved in the formal system. Grantsubrecipients for the program included the San Joaquin County Probation Department, the Superior Court, City of Stockton Police Department, and the district attorney. The continuum of juvenile services was designed to offer a balance between effective prevention and early intervention programs with an array of graduated sanctions or punishment options. Among those projects is the South Stockton Co-op.

The school-based South Stockton Co-op is an early intervention project designed to divert youth from the juvenile justice system. Through the San Joaquin County Probation Department, the South Stockton Co-op was initially funded at \$96,136 through 1996 LLEBG funds and \$98,460 through 1997 LLEBG funds primarily for probation officer positions. The collaborating agencies in the South Stockton Co-op—the schools, police, and probation—felt that the project was very successful. In fact, the co-op concept—probation and police officers working together from the same office—was expanded in the 1997 LLEBG funding. The North Stockton Co-op received \$89,550 from the Stockton Police Department, primarily for a police officer position.

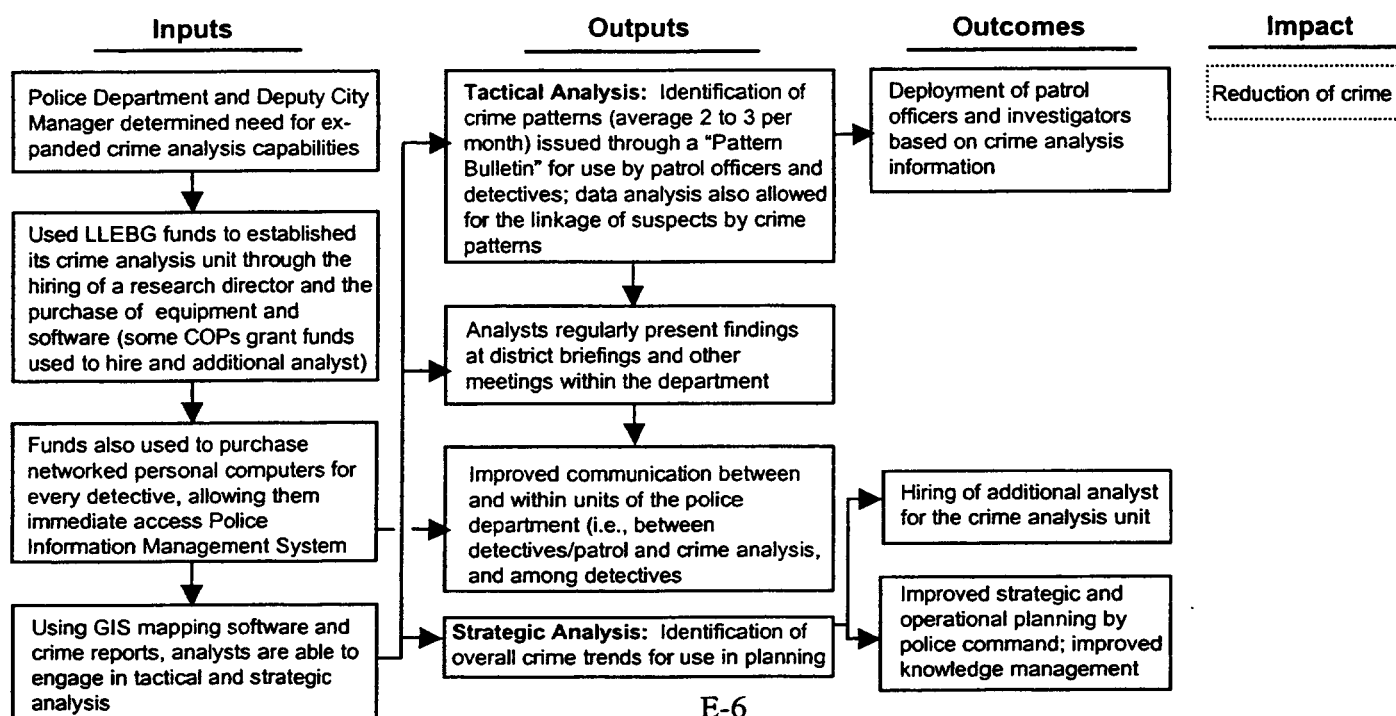


## GIS MAPPING AND CRIME ANALYSIS AURORA, COLORADO

The police department in Aurora, Colorado, used a portion of its Local Law Enforcement Block Grant (LLEBG) funds to establish its Crime Analysis unit by hiring a research director and purchasing equipment (printers and computers). Using new geographic information system (GIS) software and the crime reports filed by the police officers, the analysts are able to develop patterns of criminal activity to share with patrol officers, detectives, and police department command. The LLEBG funds were also used to purchase new software applications for the unit such as an aerial photograph program (Ortho Photo and Arc View) and the Watson Intelligence software. The aerial photos assist the analysts in their presentation of the patterns, and are also used by the SWAT teams to develop TAC plans for major facilities. The team uses the Watson Intelligence software to create charts linking crimes to potential suspects. The Research and Development unit also issues a strategic report that addresses the larger crime patterns and trends throughout the city. The reports are geared toward command decisionmakers and are used in operational planning for the department.

The crime analysis unit became fully operational in early 1998, and since that time the analysts estimate that they have released an average of two to three crime patterns per month using the GIS system. Each series of crimes must have at least three strongly similar aspects prior to being released as a pattern bulletin (i.e., time of day that the crime occurs, modus operandi, location, description of the suspect). In some cases, the analysts identify such clear patterns that they have been able to predict the time and location of the next related crime. The unit works closely with the patrol officers and the detective unit to serve their needs and help them uncover patterns and identify hot spots. For example, working closely with the detectives, the crime analysis unit was able to identify the suspect in a burglary pattern through a series of connections. The patrol officers have also become more proactive over the last year, and now make regular requests of the analysts for information.

In addition to its tactical capabilities, the new crime analysis unit is also assisting in the strategic and operations planning aspects of the department. The police department executives now have the ability to hold district commanders accountable for responses to criminal activity in their jurisdiction. Because the district commanders have access to the information released by the crime analysis unit, they will be accountable for how they address known hot spots or crime patterns.





## TRANSITION HOUSE FOR RELEASED JUVENILE ADJUDICATED AS ADULTS JACKSONVILLE, FLORIDA

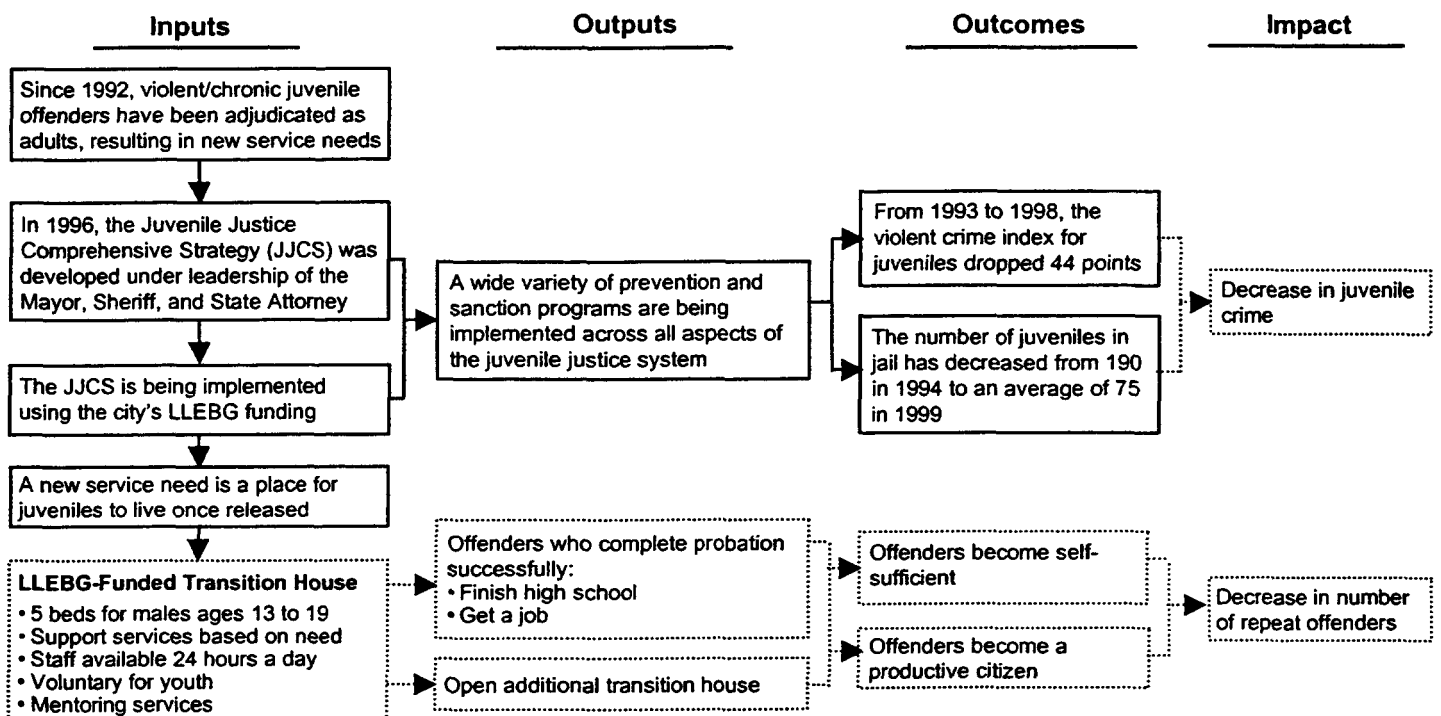
In March 1992, the State Attorney took an unprecedented step. He began adjudicating violent and chronic juvenile offenders as adults. The State Attorney had a two-pronged strategy—to aggressively prosecute chronic and violent offenders, and to provide skills for living, such as education and work readiness, for the incarcerated youth to prevent them from returning to the juvenile justice system.

Such unprecedented policy changes—adjudicating juveniles as adults—required a reallocation of and increase in public resources and, in some instances, created unforeseen needs in services. The Sheriff willingly assumed the enormous cost of keeping juveniles in the adult jail. The State Attorney reorganized his office structure and shifted resources to create a Juvenile Justice Division. Habilitation programs were initiated for incarcerated juveniles, such as a full-time school in the jail, substance abuse treatment, counseling, employment readiness and opportunities, and mentoring programs. Juveniles who are adjudicated as adults are no longer eligible for juvenile services, once released.

In March 1996, the three law enforcement leaders in the Jacksonville, Florida, area—the Mayor of the City of Jacksonville, the Sheriff of Duval County, and the State Attorney of the Fourth Circuit of Florida—co-chaired a Juvenile Justice Comprehensive Strategy (JJCS) Task Force that has developed and is implementing a strategy that provides both prevention and sanction services that address five specific risk factors for youth.

A number of funding sources have been used to develop and implement the strategy, such as the Edward Byrne Grant, local and state funding, and Local Law Enforcement Block Grant (LLEBG) funds. In 1997, the City of Jacksonville received \$2,633,522 and in 1998, \$3,427,573 in LLEBG funding. The Sheriff's Office; the city's Department of Community Services; the State Attorney's Office; the Florida Department of Juvenile Justice, District IV, located in Jacksonville; and other incorporated law enforcement jurisdictions devised LLEBG-funded programs that implement the JJCS.

Some juveniles have no place to go upon release from jail. Many incarcerated youth have returned to their home environment only to become repeat offenders. The State Attorney's Office designed a "transition house" concept that will not only give the released offenders a place to live, but will provide counseling, mentoring, and other needed support services until the residents are capable of living on their own. The city has allocated \$31,260 of the LLEBG funding to start the program

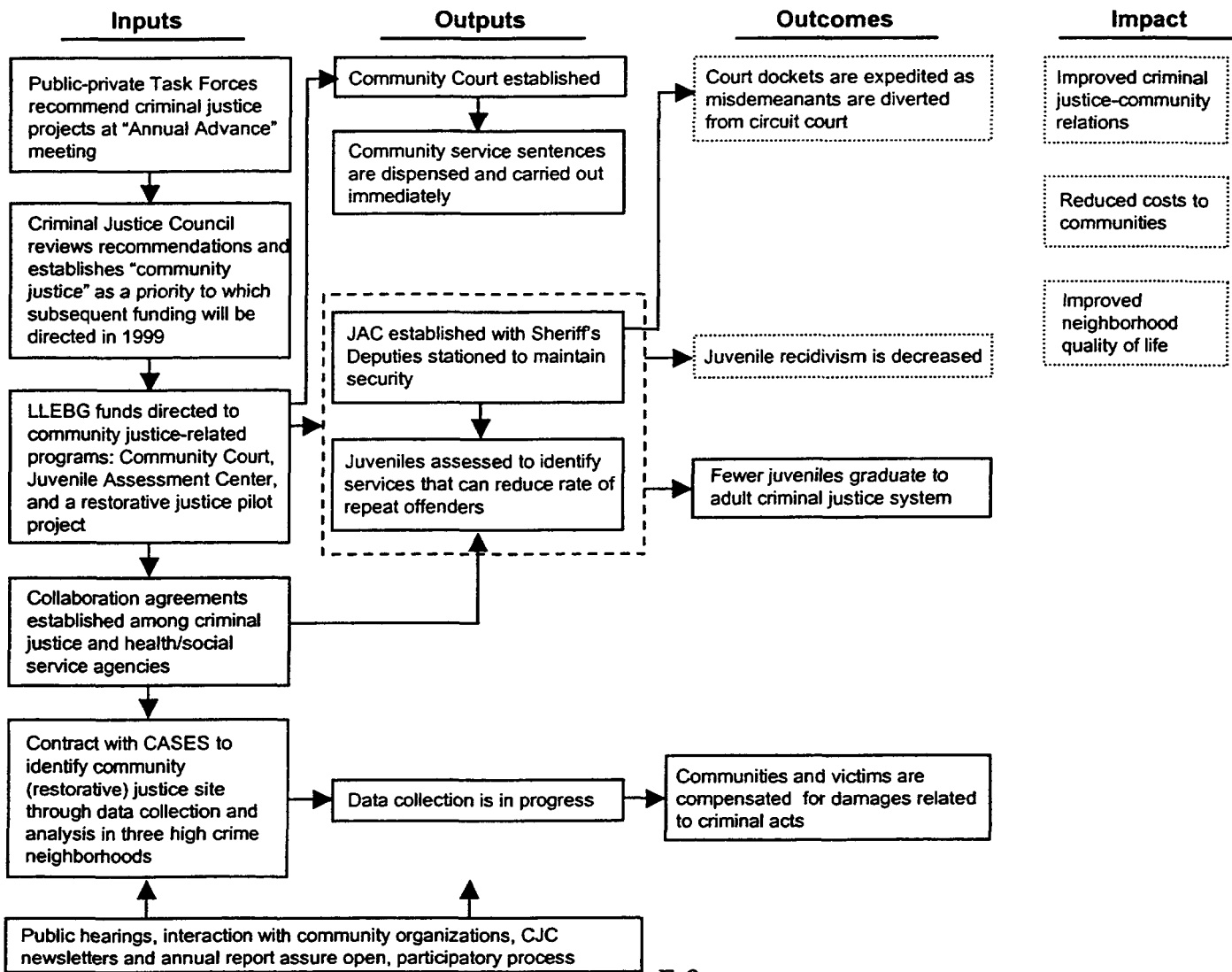


## PALM BEACH COUNTY COMMUNITY JUSTICE INITIATIVE WEST PALM BEACH, FLORIDA

The Palm Beach County Criminal Justice Commission (CJC), in Palm Beach County, Florida, which studies and recommends criminal justice program expenditures, has established community justice as its priority, and is directing Local Law Enforcement Block Grant (LLEBG) funding to related programs. Current programs include a Juvenile Assessment Center, a Community Court, and participation in a pilot project that could create a site for implementation of a Restorative Justice model in which targeted offenders will be required to repay their victims and communities for past criminal activity.

The CJC is a unique criminal justice-economic community partnership, established by county statute, that brings together the county's leading decision makers in monthly meetings. Decisions of the CJC are almost universally supported by the County Board of Commissioners, and by the 31 political jurisdictions in the county.

The decision-making process provides for the preplanning and prioritizing of criminal justice expenditures, thereby maximizing the effects of LLEBG funding. Tracking and analysis of outcomes of the community justice programs should inform the use of LLEBG to support community-based criminal justice initiatives.



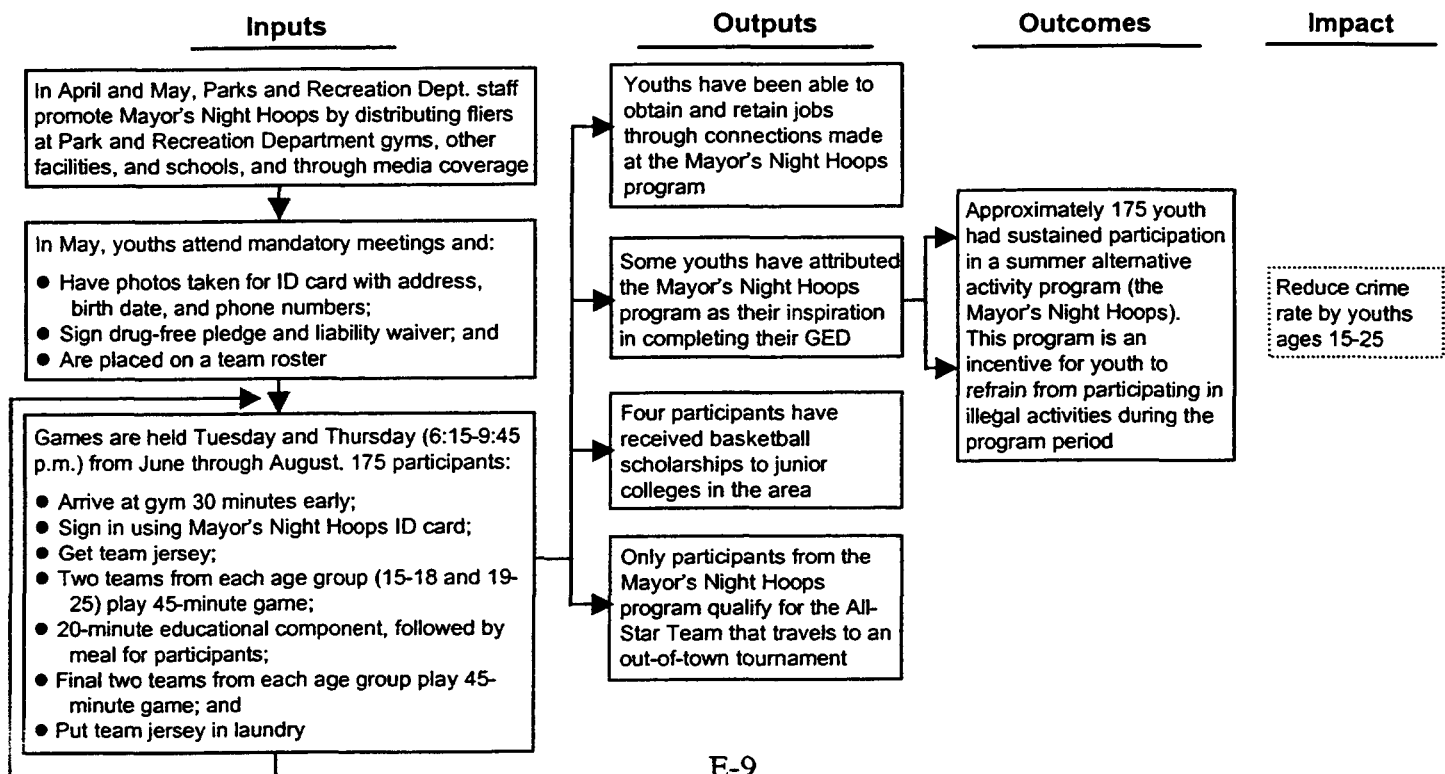
## MAYOR'S NIGHT HOOPS KENNER, LOUISIANA

The mayor of the City of Kenner identified a gap in programs for youth between the ages of 16 and 22. Prior to Local Law Enforcement Block Grant (LLEBG) funding, the mayor initiated a basketball program, known as Mayor's Night Hoops program, for Kenner youth to provide them with a constructive alternative activity to being on the streets. The program, which was run by the Recreation Department, had no funding. Recreation Department staff contacted local restaurants and businesses to donate food and other supplies.

When LLEBG funding became available, the City of Kenner funded Mayor's Night Hoops, which ran from April through late August 1998. The City of Kenner used \$23,000 in LLEBG funds for basketballs, jerseys, referees, travel uniforms, laundry for jerseys after each game, meals for participants, gym fees, concessions, tournament travel expenses, and other related costs. This crime prevention program involved cooperation among community residents, agencies, businesses, and city departments, such as the Recreation Department and Police. An on-duty policeman was on the premises each game-evening. After the summer season, an All-Star team composed of participants who had completed the summer Mayor's Night Hoops program traveled to an out-of-town tournament. Also, a slam-dunk competition was held in late August and a one-day tournament was held over the Christmas holidays.

In 1999, the city again used \$30,000 of the LLEBG to fund Mayor's Night Hoops. The program is being repeated; it began in April and will run through August 1999. The All-Star team will travel to Kansas City in August 1999. Between 150 and 175 youth have participated in the program across two summers.

The youth are required to attend a twenty- to thirty-minute workshop presented by interested community leaders on topics such as employment skills, health awareness, substance abuse prevention, and other topics that may contribute to healthier and more productive youth. Each youth signs a pledge not to use alcohol or illegal substances, participate in drug sales, or associate with those who do. Participants in violation of that pledge are not allowed to participate in the program.

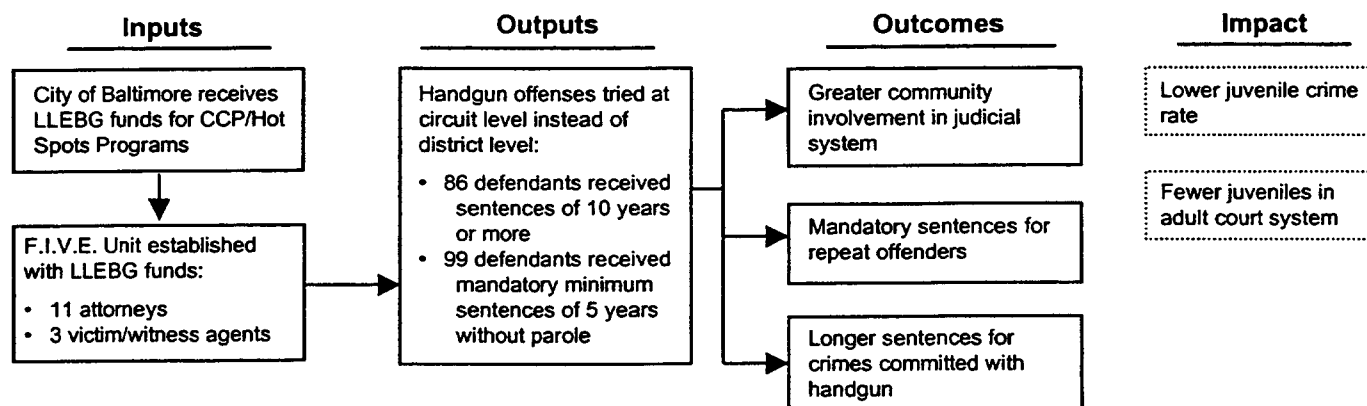


## COMPREHENSIVE COMMUNITIES / HOT SPOTS BALTIMORE, MARYLAND

The Baltimore Comprehensive Communities/Hot Spots Program (CCP/HS), coordinated by the Mayor's Office on Criminal Justice, was established in the Spring of 1995 with support from the Bureau of Justice Assistance. The broad goal of the CCP is to reduce crime resulting from open air drug markets. To accomplish this, the CCP is composed of a network of 42 community organizations, 10 non-profit organizations, six city agencies, and a police department. These agencies all work collaboratively to build community infrastructures to suppress and eliminate the influences that have contributed to the increase in criminal activities in 13 Core Communities.

As of July, 1999, the CCP was composed of the original 13 Core Communities, with the addition of the Hot Spots Program plus six new clusters of communities covering 25 neighborhoods. As of July, 1999, 56 communities had completed an Apprentice Program to implement the CCP strategy.

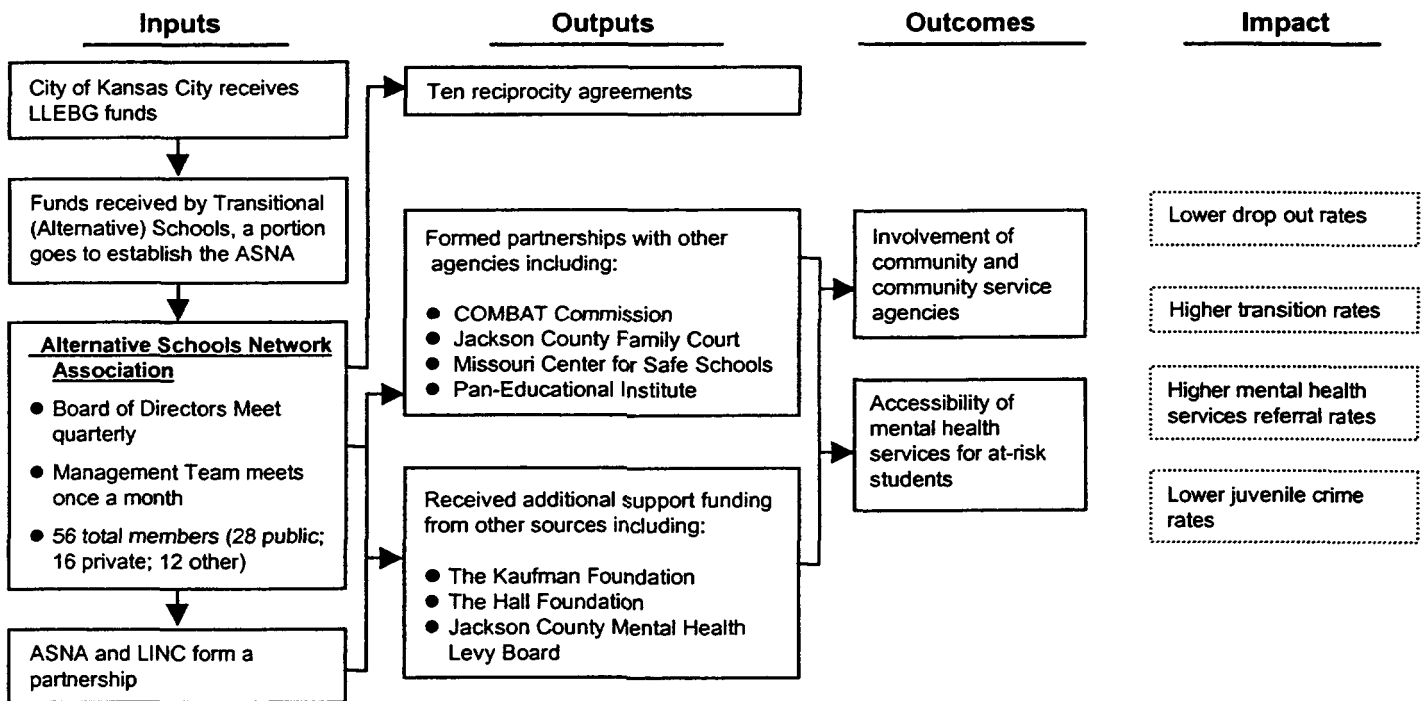
Between 1996 and 1999, the City of Baltimore received three rounds of LLEBG funding totaling \$16.3 million. These funds provide support for many law enforcement, enhanced adjudication for violent offenders, and crime prevention programs. Three of the strategies aimed at enhancing community quality of life are the Youth Organizing/Southwest Youth Tribunal, Community Coordinators, and the Firearms Investigation Violence Enforcement (F.I.V.E.) Unit.



## THE ALTERNATIVE SCHOOLS NETWORK ASSOCIATION KANSAS CITY, MISSOURI

In 1997, the Alternative Schools Network Association (ASNA) was established with \$60,000 of carryover LLEBG funds. The broad goal of the ASNA is to ensure quality education for all students. To accomplish this, the network is composed of public schools, private non-profit alternative schools, and agencies serving at-risk youth as well as elected officials and other concerned individuals all working collaboratively to offer a wide range of educational programs for students and training opportunities for youth-serving staff. The intent is to transfer each at-risk student into an alternative environment for learning and make available other services such as child care for teen parent students and counseling.

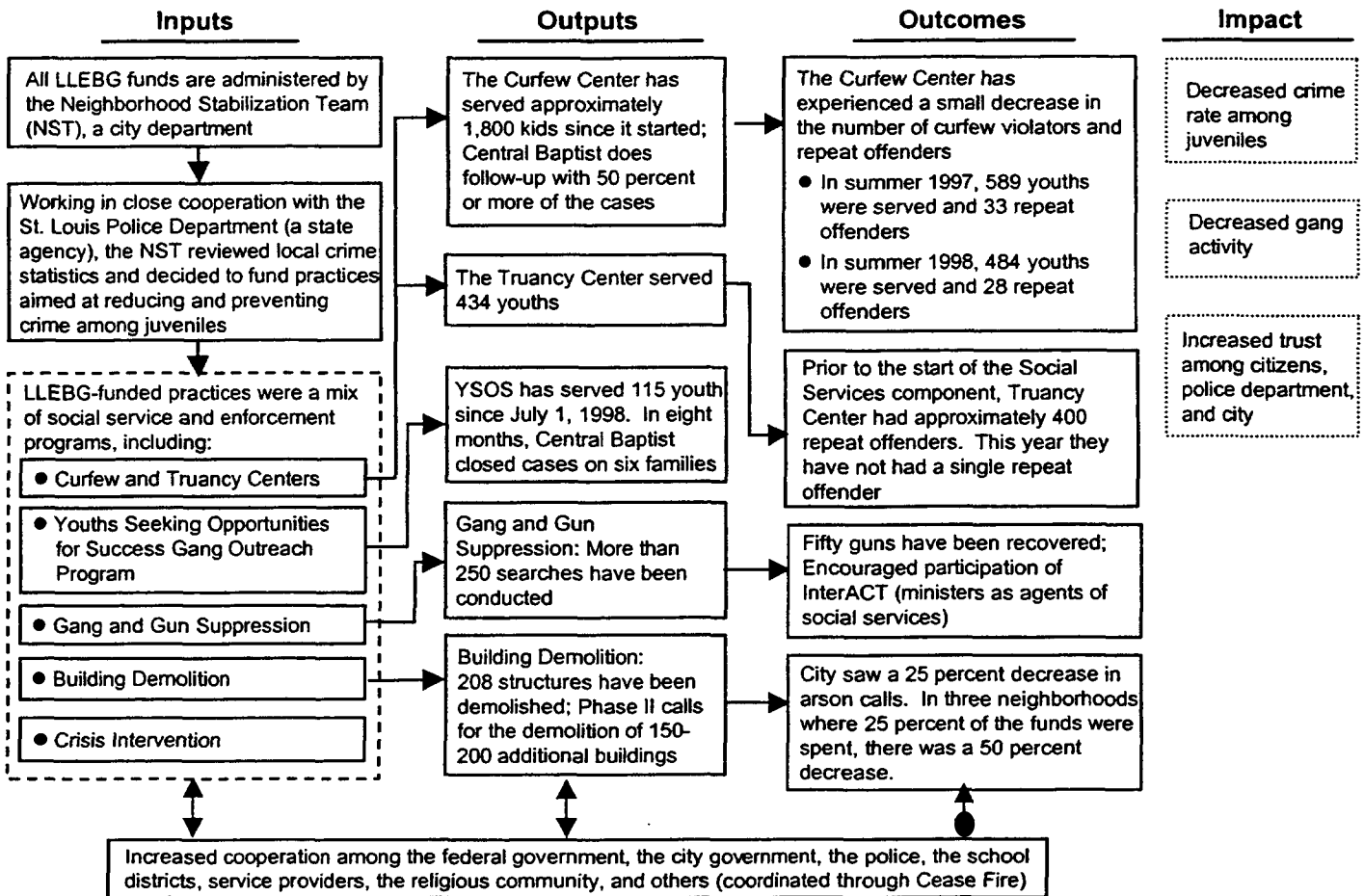
As of June 1999, the Alternative Schools Network Association had 56 members: 28 are representatives from public school districts or schools and 16 are representatives from private alternative institutions, with the remaining 12 members from agencies or institutions that support alternative education. The initial \$60,000 of LLEBG funds provided a salary for the Executive Director and administrative costs.



## THE YOUTH CRIME PREVENTION STRATEGY ST. LOUIS, MISSOURI

The Youth Crime Prevention Strategy is a collection of social service and law enforcement programs instituted in the City of St. Louis, Missouri. The strategy involves the close cooperation of the City of St. Louis, the St. Louis Metropolitan Police Department, the U.S. Attorney's office and local prosecutor's office, and local social service agencies. Approximately one-third of the city's Local Law Enforcement Block Grant (LLEBG) funds are used to provide social services in neighborhoods and homes; one-third is used to fund overtime for police officers; and one-third is used for building demolition projects. The Youth Crime Prevention Strategy has led to the development of several programs, including the Curfew and Truancy Centers, the Youths Seeking Opportunities for Success Program, the Gang and Gun Suppression Program, and the Buildings Demolition Program. In addition a Crisis Intervention Program is being developed.

The Youth Crime Prevention Strategy studied in this case study is innovative for a number of reasons. The programs themselves are innovative because they blend enforcement and prevention. The strategy is also particularly innovative because of the remarkable coordination among so many different agencies. The Neighborhood Stabilization Team, a department in the City of St. Louis, receives the LLEBG funding and ultimately decides on its distribution, but in close collaboration with the Metropolitan Police Department (which is a state agency). In addition, representatives from all of these programs participate in the Cease Fire Working Group, a task force set up by the U.S. Attorney's office. Other Cease Fire participants include representatives from the county police department, the local prosecutor, the Weed and Seed program, the FBI, the St. Louis Sheriff and Highway Patrol, and various other organizations (e.g., religious organizations, youth organizations, and violence prevention groups). Together, these groups discuss efforts to prevent gun violence and strategize about future activities and funding streams.



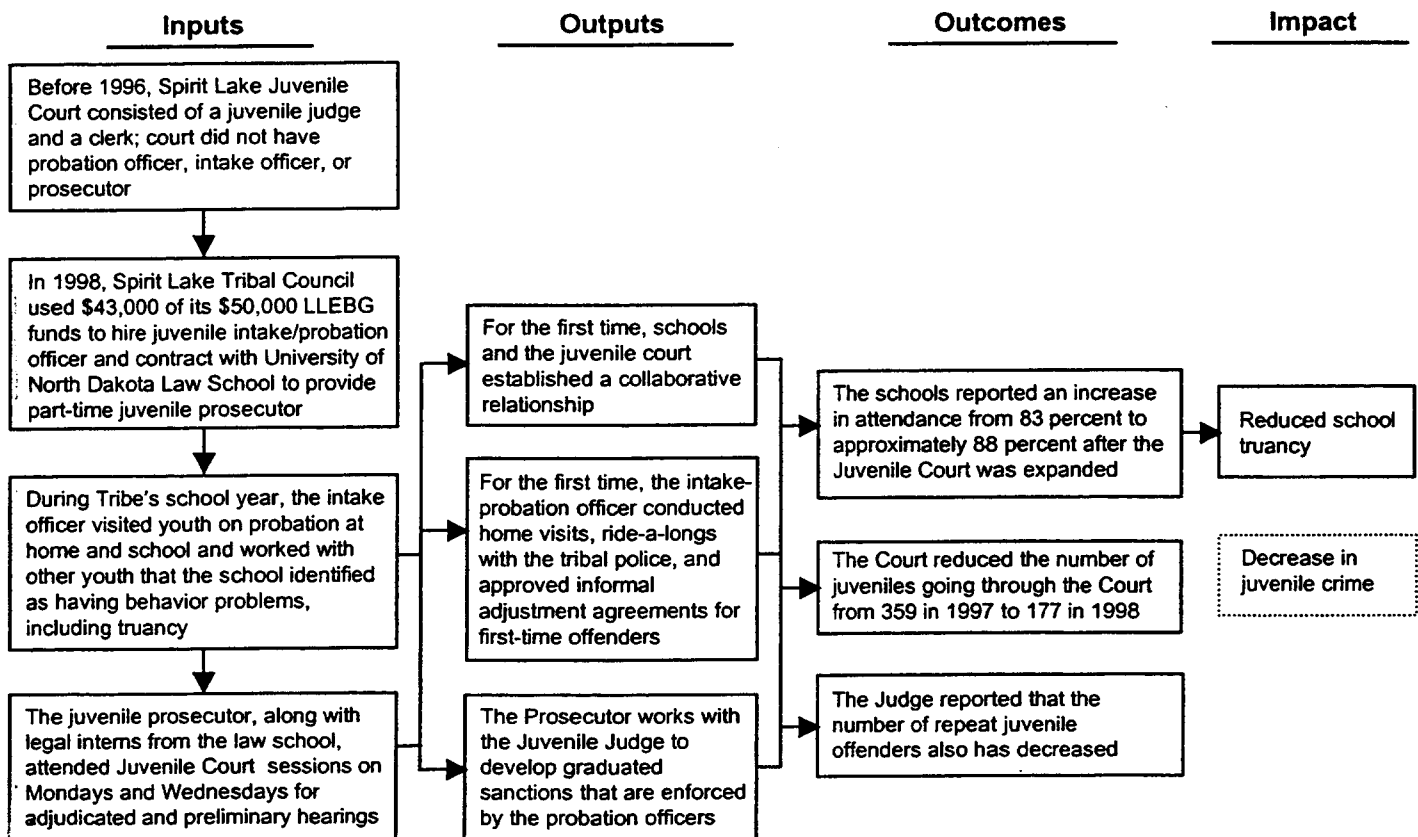
## SPIRIT LAKE JUVENILE COURT FORT TOTTEN, NORTH DAKOTA

Prior to 1996, the Spirit Lake Juvenile Court, which has jurisdiction over youth on the Spirit Lake Sioux reservation up to the age of 18, only had a judge and a clerk as staff. The juvenile court did not have a probation officer, an intake officer, a prosecutor, or a public defender. Consequently, youth on probation knew that the juvenile court did not have staff to monitor the terms of their probation. In January 1997, the state provided a Bureau of Justice Assistance Edward Byrne Grant that the Spirit Lake Tribal Council used to fund a juvenile intake officer position and a juvenile prosecutor contract. In December 1997, the Byrne Grant was discontinued.

Effective January 1998, the Spirit Lake Tribal Council received \$50,000 in 1997 Local Law Enforcement Block Grant (LLEBG) funds. The Council decided to use \$7,000 for equipment purchases for the Tribal Police and \$43,000 for the Spirit Lake Juvenile Court to continue funding for the full-time intake officer. Approximately \$28,000 was used to contract with the University of North Dakota Law School for a juvenile prosecutor. Those positions were funded with LLEBG funds in the 1998 calendar year. In January 1999, the Byrne Grant was reinstated and the juvenile prosecutor contract was reduced to approximately \$23,000.

In 1998, during the LLEBG funding period, the prosecutor was on-site two days a week to investigate cases, conduct legal research, and prosecute cases before the court. The Law School also provided an intern who prepared and tried cases before the juvenile judge. The intake officer position also included the probation function. For the first time, the intake officer formed a collaborative relationship with the two schools on the reservation and the juvenile court. Both the youth offenders and their parents became involved in the juvenile court process. Youth soon began to see that the Juvenile Code was consistently applied, and that consequences for behavior were predictable.

In November 1998, the state of North Dakota provided two years of grant funding for a probation officer position. Currently, the Spirit Lake Juvenile Court has funded positions for a judge and clerk (through Tribal Council funds), an intake officer, a probation officer, and a juvenile prosecutor. In January 1999 when the LLEBG funding ceased, the intake officer and juvenile prosecutor functions were again funded by through the Byrne Grant.



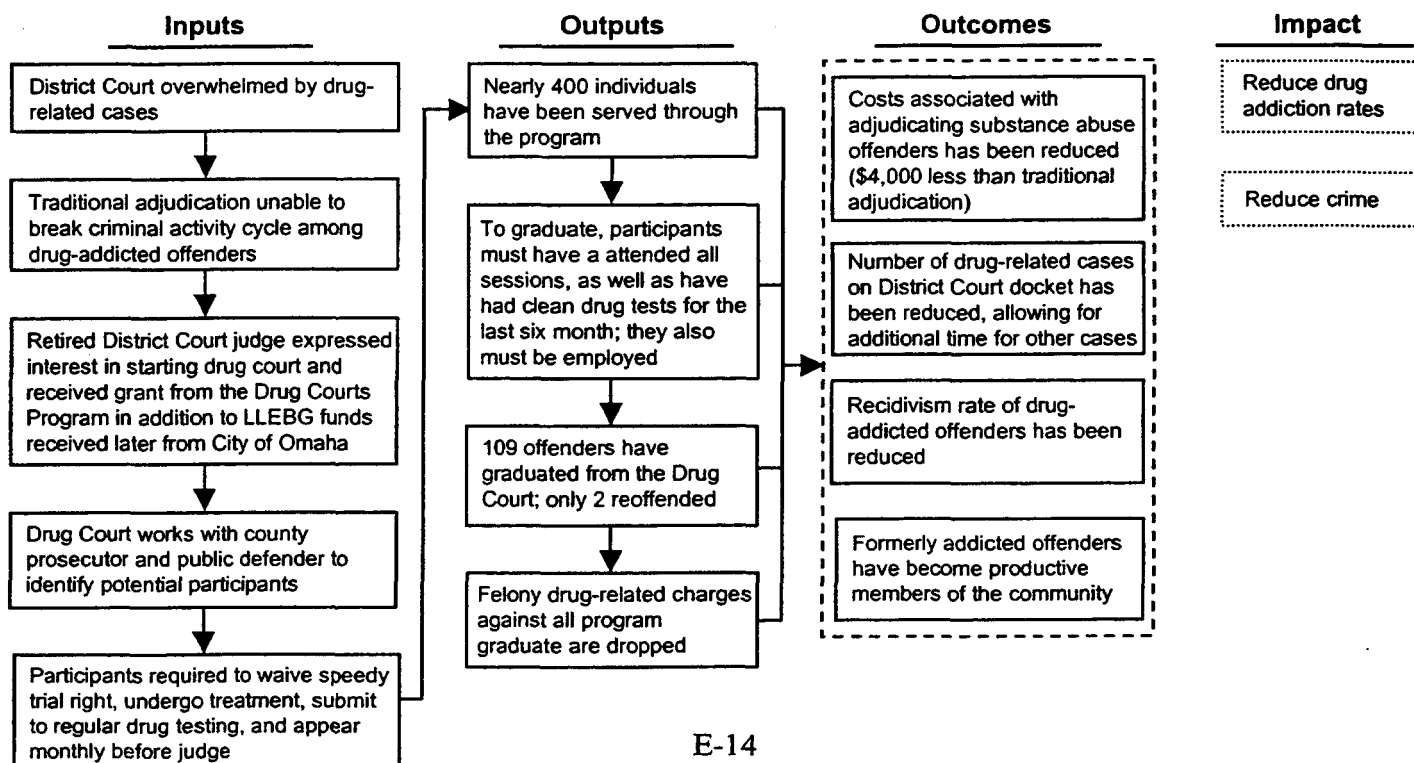
## DRUG COURT OMAHA, NEBRASKA

The Douglas County Drug Court is a voluntary program created by the Douglas County District Court in Omaha, Nebraska, that allows defendants charged with a drug-related offense to earn a dismissal of the felony drug charge after successfully completing the program. The Drug Court was started in April 1997 in response to the growing number of drug-related crimes committed in the Douglas County area. Judge James Murphy created the program with the hope of finding a more effective avenue for dealing with non-violent offenders with a drug problem and alleviating the overcrowded court and prison system.

The Court is currently serving 267 participants. The participants are typically required to appear before the judge once a month, undergo drug testing once a month, and regularly attend either treatment or after-care counseling sessions. Participants are eligible for graduation once they have completed their treatment, have had negative urinary analyses (UAs) for at least six months, regularly attend any required sessions, and have found regular employment. This process generally take about 18 months to complete. Once the participants have graduated the program the felony charge against them are dropped.

In its two and one-half years of operation, the court has had nearly 400 participants, 109 of which have successfully graduated. To date, only two of the Drug Court's graduates have been charge with another drug crime. In fact, an evaluation conducted by the Institute for Social and Economic Development and the University of Nebraska at Omaha found that offenders assigned to the Drug Court are significantly less likely to be rearrested than offenders who undergo the traditional adjudication. In addition, the evaluation showed that the Drug Court saves over \$4,000 per felony drug related case, as compared with traditional adjudication and sentencing.

The Drug Court estimates that its annual operating costs average just under \$420,000. The primary funding for the court has been in the form of a grant from the Federal Office of Justice Programs (Drug Court Programs). In March 1999, the Drug Court received approximately \$100,000 in Local Law Enforcement Block Grant (LLEBG) funds from the City of Omaha, whose total grant was approximately \$800,000.





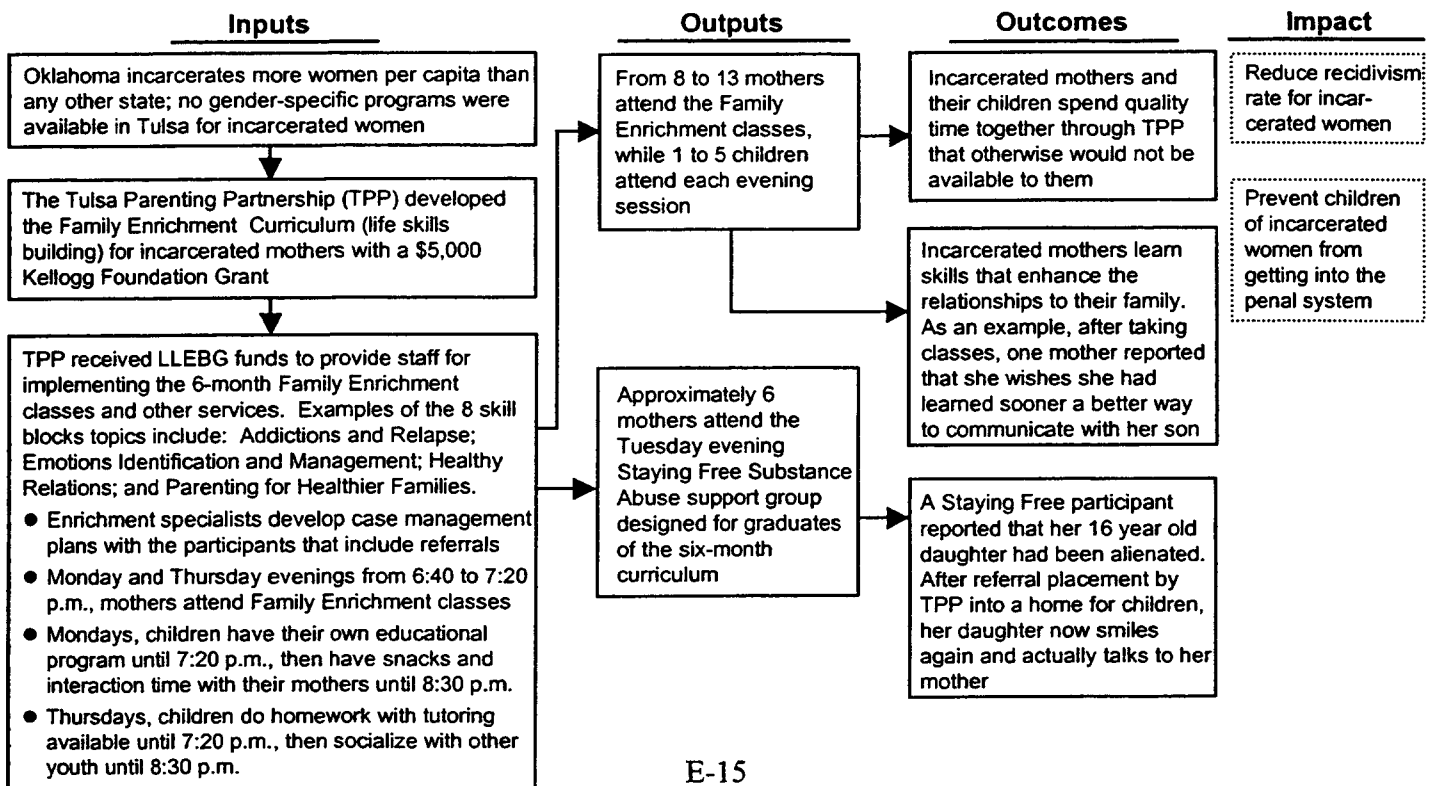
## THE TULSA PARENTING PARTNERSHIP TULSA, OKLAHOMA

The Mayor of the City of Tulsa is M. Susan Savage, a criminal justice graduate, who values crime prevention and its importance to the community in the long-run. Reflecting that value, the City of Tulsa subcontracted with Resonance—a social service organization that provides services to support women of all ages and their families—to fund a long-term crime prevention program. In January 1998, the Tulsa Parenting Partnership (TPP)—a Program of Resonance—received 1997 Local Law Enforcement Block Grant (LLEBG) funds in the amount of \$49,500 to fund a full-time enrichment specialist who developed and managed case plans for the women participating in the program. Operating costs were also included. In the second year, TPP received 1998 LLEBG funding in the amount of \$58,500, which included personnel and operating costs.

TPP is designed to prevent future involvement of incarcerated women and their children in the penal system. TPP's mission is to break the cycle of criminality by promoting self-sufficiency for women offenders and their children. TPP itself is a group of service provider agencies that form a systematic referral network available to incarcerated women and their children through Partnership affiliation. The Partnership offers a variety of life skill building educational programs and social services focusing on women who have children and are incarcerated in a Tulsa-based minimum security prison—Turley Correctional Center. The Partnership also offers programming that provides mothers and children an opportunity to spend time together.

The Family Enrichment Program, a 96-hour (over a six-month period) life skill building curriculum, is the corner stone program and has been offered three times since the LLEBG funding was granted in January 1998. The number of participants per session ranges from 8 to 13. The Staying Free therapeutic support group is designed for women who have completed the life skill curriculum. Attendance ranges from 3-5 clients per evening. Some participants attend after their release.

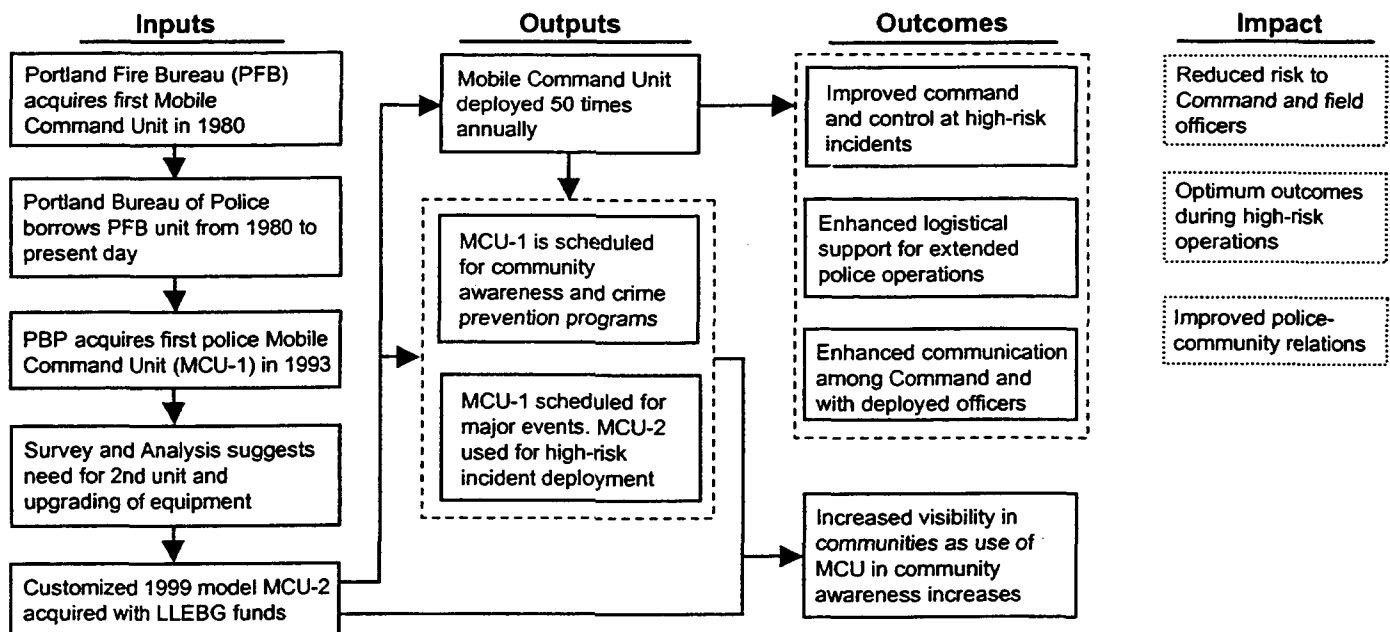
Other services offered by TPP include case planning and management, Forever Free—a substance abuse support group that meets once weekly, parent/child interactive play group once weekly, community/work reintegration seminar once monthly, and counseling and listening sessions.



## MOBILE COMMAND UNIT PORTLAND, OREGON

The Portland Bureau of Police (PBP) is utilizing Local Law Enforcement Block Grant (LLEBG) funding to purchase and equip a mobile multi-purpose precinct that will provide a command center during high-risk law enforcement incidents, particularly those involving the Special Emergency Reaction (SERT) and Hostage Negotiation (HNT) Teams. The unit also will be scheduled for community education and prevention activities, and will be used as a command post for crowd control and response operations during major events such as Portland's annual Rose Festival events and the city's YK2 celebration. The enhanced design of the new vehicle draws on PBP's experience with its first mobile precinct, which was brought online in 1993 and, although effective, has exhibited flaws that have hampered some law enforcement operations.

Important technical enhancements include a communications capability that will allow direct voice contact between command and individual SERT and/or HST officers up to six blocks away. The existing mobile precinct, which must be positioned within two blocks of field-deployed officers to assure uninterrupted communication, can increase risk to the incident command structure by placing the vehicle in the immediate vicinity of weapons fire and constrains response if a perimeter of operations shifts. Essential design enhancements provide a dedicated, restricted area where command staff are always positioned during an operation and a separate area where officers can rest during extended deployments. The addition of the new Mobile Command Unit, combined with the retrofitting of the original version with an external antenna system, provide for enhanced coverage of all areas of Portland, particularly during multiple high-risk incidents; expands the potential for vehicle deployment during community based investigations or educational programming; and allows for scheduled maintenance.

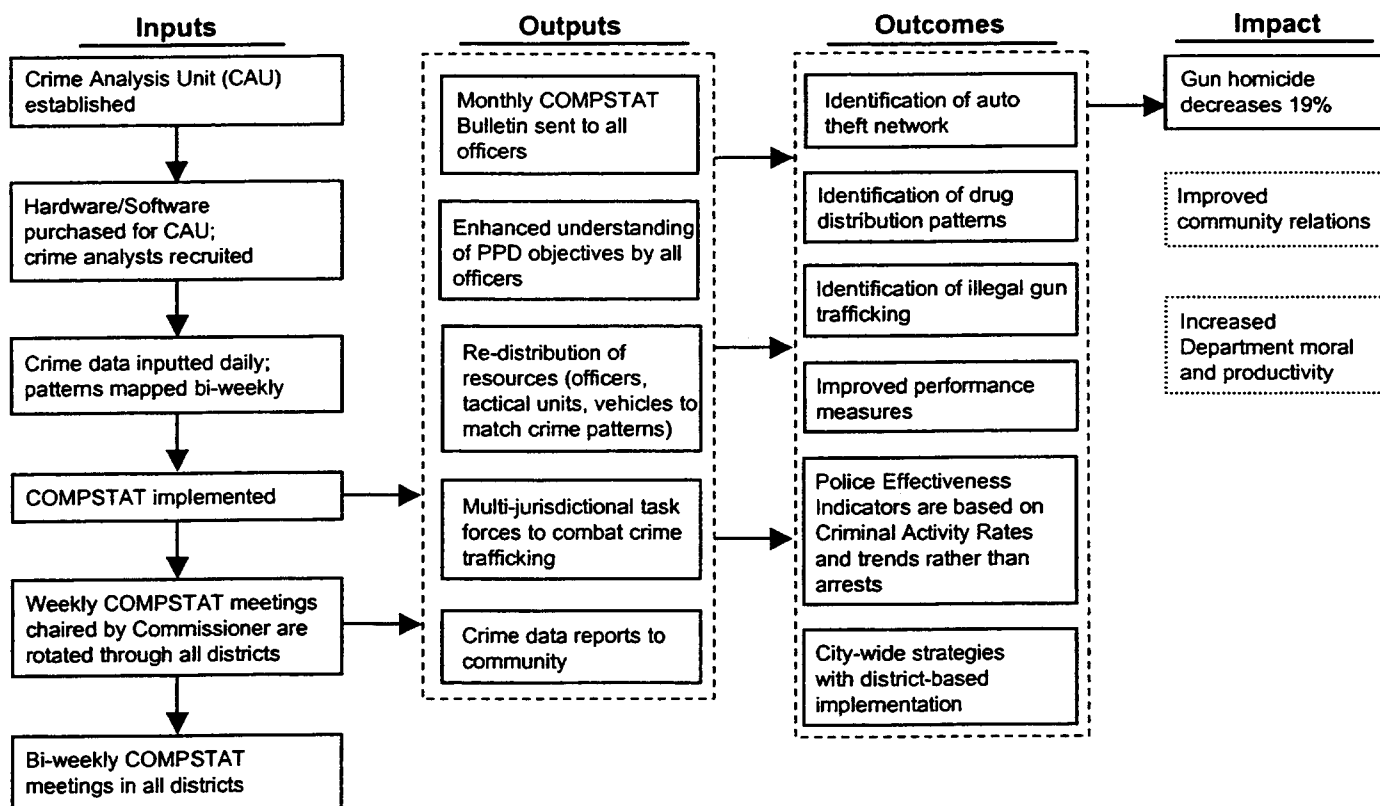


## CRIME ANALYSIS AND COMPSTAT PHILADELPHIA, PENNSYLVANIA

Philadelphia utilized Local Law Enforcement Block Grant (LLEBG) awards to create a Crime Analysis program. Hardware and software required to conduct analysis of 911, arrest and offense data, and two crime analysts were acquired through the first grant award. The positions were continued through the second award and are now institutionalized within a permanent Crime Analysis Unit (CAU) that supports the work of Divisional Inspectors and District Captains in identifying crime patterns throughout the city.

The CAU has already paid for itself by identifying city-wide and district level crime patterns that have led to felony arrests and disruption of organized crime networks. Additionally, crime mapping by the unit is utilized in every police district in bi-weekly COMPSTAT meetings in which command and patrol officers analyze criminal activity in their communities, review the effectiveness of law enforcement response, and devise strategies to combat any problem.

The CAU and COMPSTAT are credited with decreasing criminal activity, particularly a 16% reduction in gun-related homicides, and in increasing accountability at all levels of the Department. Data from the CAU which is discussed at block club, merchants and other association meetings, is also instrumental in strengthening PPD-community relations.

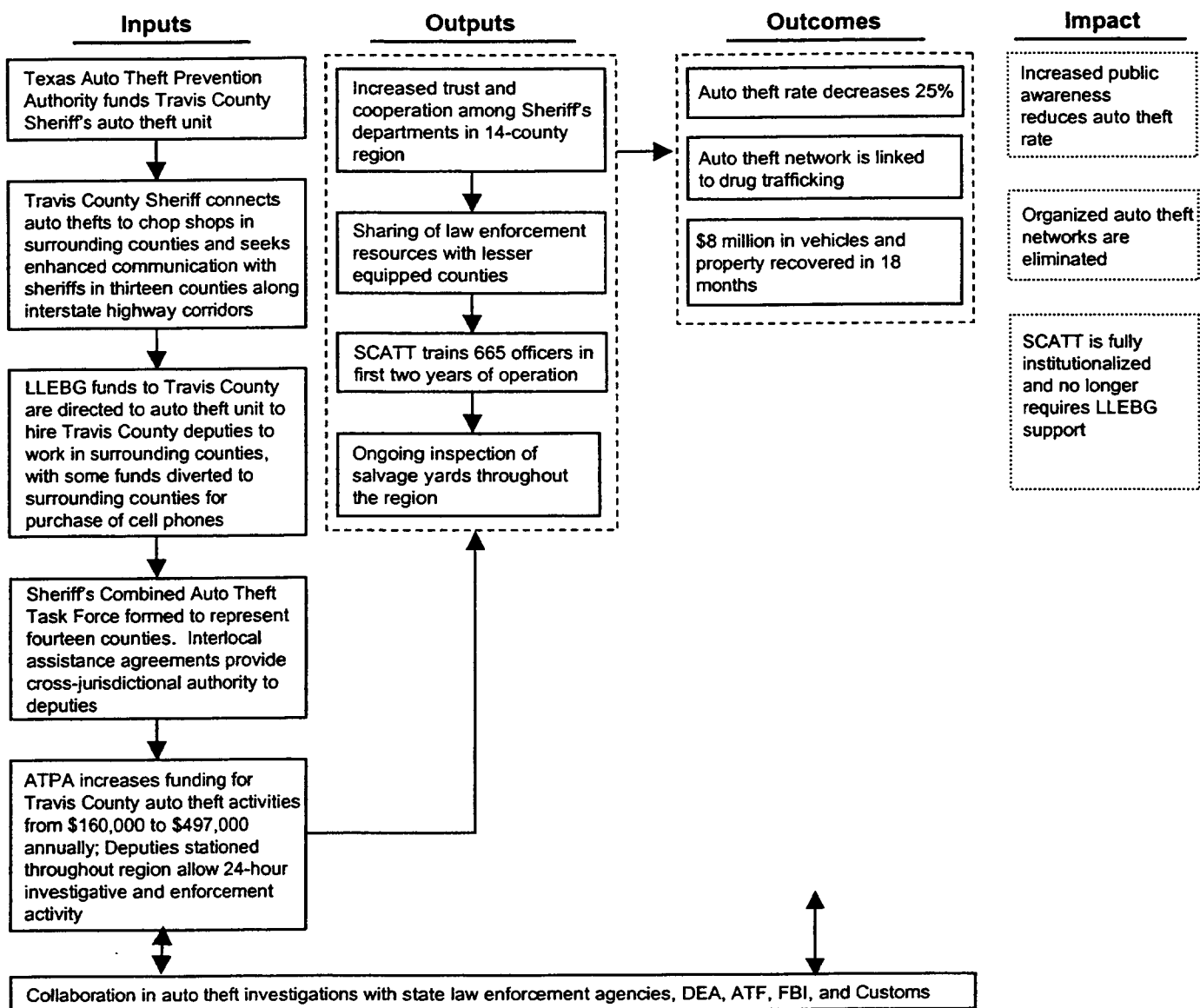


## SHERIFF'S COMBINED AUTO THEFT TASK FORCE AUSTIN, TEXAS

The Travis County, Texas, Sheriff's Office utilized LLEBG funding to facilitate creation of a fourteen-county auto theft task force that provides deputies in all counties with cross-jurisdictional authority. This unprecedented, multi-county law enforcement cooperation has led to a tripling of funding in Travis County for operations in the region, and provides for the stationing of eight additional Travis County Deputies throughout the participating Central Texas counties.

Since its formation in 1997, the Sheriff's Combined Auto Theft Task Force (SCATT) has recovered vehicles and property valued at over \$8 million and trained 665 officers from throughout the state.

Officers' ability to work cooperatively and quickly across jurisdictions has led to the identification of farm and industrial equipment theft problem that was previously under-reported, and has since been linked with organized drug trafficking. Cooperation in combating auto theft has opened the door to the sharing of personnel and resources, such as the Travis County Crime Lab, in other investigations.



**APPENDIX F**

**Other Features Related to 18 LLEBG-supported Local Practices**

**OTHER FEATURES RELATED TO 18 LLEBG-SUPPORTED LOCAL PRACTICES**

State/Locale	Name of Operating Agency for LLEBG Practice	1996 LLEBG Award		1997 LLEBG Award		Source of Related Funds
		Total for Whole Jurisdiction*	Percentage for Target Practice	Total for Whole Jurisdiction**	Percentage for Target Practice	
<b>AR</b>						
Pulaski County	Pulaski County Sheriff's Office	\$137,246	4	\$127,230	0	- Citizens Academy Alumni Association
<b>AZ</b>						
Phoenix	Criminal Justice Coordinating Committee	\$2,736,856	12	\$3,149,550	11	- Consensus Organizing Institute - CASES
Show Low	Show Low Police Dept.	\$12,474	99	\$14,524	0	-COPS More Grant
<b>CA</b>						
San Francisco	Youth Treatment and Education Court	\$3,071,850	unknown	\$3,107,716	unknown	- State Department of Juvenile Services Grant
Stockton and San Joaquin County	San Joaquin County Probation Department	\$1,029,428	9	\$1,090,251	17	- Juvenile Accountability Incentive Block Grant
<b>CO</b>						
Aurora	Aurora Police Dept.	\$999,932	0	\$900,757	7	- COPS Grant

\* Total award as listed in 1996 BJA application files.

\*\* Total award as listed in 1997 BJA application files.

State/Locale	Name of Operating Agency for LLEBG Practice	1996 LLEBG Award		1997 LLEBG Award		Source of Related Funds
		Total for Whole Jurisdiction*	Percentage for Target Practice	Total for Whole Jurisdiction**	Percentage for Target Practice	
<b>FL</b>						
Jacksonville	Inside/Outside	\$2,737,382	0	\$2,813,522	1	- Edward Byrne I Grant - State and Local funding
Palm Beach County	Palm Beach County Criminal Justice Commission	\$970,308	0	\$1,050,014	50	
<b>LA</b>						
Kenner	Department of Parks and Recreation	\$249,644	10	\$210,470	14	
<b>MD</b>						
Baltimore	Comprehensive Communities/ Hot Spots	\$5,196,011	21	\$5,667,186	19	
<b>MO</b>						
Kansas City	Alternative Schools Network Association	\$2,874,397	22	\$2,906,297	6	- Substance Abuse and Mental Health Services - COMBAT tax - Jackson County Mental Health Levy Board tax
St. Louis	City of St. Louis Neighborhood Stabilization Team/Police Dept.	\$3,599,628	52	\$3,897,592	73	

\* Total award as listed in 1996 BJA application files.

\*\* Total award as listed in 1997 BJA application files.

State/Locale	Name of Operating Agency for LLEBG Practice	1996 LLEBG Award		1997 LLEBG Award		Source of Related Funds
		Total for Whole Jurisdiction*	Percentage for Target Practice	Total for Whole Jurisdiction**	Percentage for Target Practice	
ND						
Fort Totten	Spirit Lake Tribal Council	\$57,576	0	\$55,679	77	- Edward Byrne Grant - State of North Dakota
NE						
Omaha	Douglas County District Court	\$818,612	0	\$972,727	11	- High Intensity Drug Trafficking Areas Funds - Drug Court Grant
OK						
Tulsa	Resonance	\$1,160,706	4	\$1,221,624	5	- Kellogg Grant
OR						
Portland	Portland Bureau of Police	\$2,065,151	unknown	\$2,319,818	unknown	
PA						
Philadelphia	City of Philadelphia Police Dept.	\$5,000,740	0	\$5,506,814	4	
TX						
Travis County	Travis County Sheriff's Office	no funding	0	\$134,344	7	- Texas Auto Theft Prevention Authority

\* Total award as listed in 1996 BJA application files.

\*\* Total award as listed in 1997 BJA application files.



## **APPENDIX G**

### **Innovativeness of 18 LLEBG-supported Local Practices**

## INNOVATIVENESS OF 18 LLEBG-SUPPORTED LOCAL PRACTICES

State/Locale	Name of Practice	Description
<b>AR</b>		
Pulaski County	Citizen's Academy	The academy is a unique effort to instil a community-oriented policing philosophy on a county-wide basis. Although such academies exist in other communities, most are found in city police departments, not sheriff's offices, and Pulaski County is one of the only communities—city or county—to have used LLEBG funds for such an academy.
<b>AZ</b>		
Phoenix	Operation AIM	The program represents the first time that such widespread collaboration has occurred among the city departments. The collaboration reflects the belief that truancy is a gateway to juvenile crime, not just a school issue, thus involving the prosecutor's office, the city courts, and others working in concert with the schools.
Show Low	Automated Booking Procedure	The department was one of the first to implement the procedure in the state. For a jurisdiction of its size (25 officers), the department has been on the cutting edge of technology nationally. The savings in officer time has occurred at a time when the department has experienced large increases in the number of arrests, crimes and calls for service.
<b>CA</b>		
San Francisco	Youth Treatment and Education Court	The program required the collaboration of police, probation, judicial, public health, social service, and education agencies. In addition, the funds helps secure a State grant of \$5.5 million for juvenile services.
Stockton and San Joaquin County	South Stockton Co-Op	The co-op project has been one of the first attempts to intervene before offenders become involved in the juvenile justice system.
<b>CO</b>		
Aurora	GIS Mapping and Crime Analysis	The effort has resulted in the enhanced accuracy and use of crime report data and problem-solving orientation by the police department.

State/Locale	Name of Practice	Description
<p>FL</p> <p>Jacksonville</p>	<p>Transition House for Released Juveniles Adjudicated as Adults</p>	<p>The practice is considered innovative because it fills a service need being experience by communities around the country who adjudicate juveniles as adults.</p>
<p>Palm Beach County</p>	<p>Community Justice Initiative</p>	<p>The initiative has led to the creative bundling of LLEBG funds (along with other funds) to enhance the quality of life in neighborhoods by implementing a community justice philosophy and actions.</p>
<p>LA</p> <p>Kenner</p>	<p>Mayor's Night Hoops</p>	<p>The program has more requirements and structure than most basketball alternative activities. Absences or early departure from educational seminars, as well as breaking pledges, results in being expelled from the program.</p>
<p>MD</p> <p>Baltimore</p>	<p>Comprehensive Communities/Hot Spots</p>	<p>This is only one of two teen court programs in the state. The youth tribunal component not only incorporates a trial model but also contains a community conferencing component where the victim speaks to the offender and has input in determining the appropriate sanction.</p>
<p>MO</p> <p>Kansas City</p>	<p>Alternative Schools Network Association</p>	<p>The innovativeness of the network is the collaborative effort, in which superintendents and school officials from different jurisdictions are working together for the first time. In addition, public and private alternative schools did not previously have a venue for collaborating to provide services for at-risk youths.</p>
<p>St. Louis</p>	<p>Youth Crime Prevention Strategy</p>	<p>The strategy is innovative because it blends enforcement and prevention, fostering greater trust between the community and law enforcement. The program also focuses heavily on home visits, to provide direct services and understand the need for other services. The strategy also is innovative because of the high degree of coordination among many different agencies.</p>

State/Locale	Name of Practice	Description
ND Fort Totten	Spirit Lake Juvenile Court	School and court collaboration are occurring for the first time, and the intake officer and Tribal Police are collaborating for the first time. Parents have become more involved with the youth regarding their court appearances, and the youth now know that the law will be consistently implemented.
NE Omaha	Drug Court	The program is the first of its kind in the state and one of only about 80 estimated nationally, although many more are being planned.
OK Tulsa	Tulsa Parenting Partnership	The program is unique in the Tulsa region because it addresses the social dynamics that have repeatedly contributed to re-incarceration, such as dysfunctional families and addictions, as well as to address the factors contributing to the escalating number of incarcerated women. The program is the only gender-specific program available for incarcerated women and their children in the region.
OR Portland	Mobile Command Unit	The new unit incorporates numerous technological and design improvements over a pre-existing unit. Most of the improvements reflect increased safety or cost-effectiveness.
PA Philadelphia	Crime Analysis and Compstat	The innovativeness of this practice is its assurance of accountability at all levels of law enforcement, as well as a data-based decision system. Prior to the new practice, the police department had no objective system for assuring accountability.
TX Travis County	Sheriff's Combined Auto Theft Task Force	SCATT has been the only effective multi-county law enforcement task force in the state, and might be the first such entity in history, given the independent nature of Texas counties and sheriffs.

**APPENDIX H**

**Performance Tracking by 18 LLEBG-supported Local Practices**

## PERFORMANCE TRACKING BY 18 LLEBG-SUPPORTED LOCAL PRACTICES

State/Locale	Name of Practice	Description
AR		
Pulaski County	Citizen's Academy	The academy has completed three sessions, with 53 graduates, who have: created an alumni association; accompanied officers to other community events; and become involved in community policing. The success of the citizen's academy also led the sheriff's office to start a junior academy (for youths 14-17) in July 1999.
AZ		
Phoenix	Operation AIM	The program is already improving school attendance, with a 38 percent decrease in the number of truant days. Attributions for influencing juvenile crime are still being determined, but while such crime was up 2 percent across the city, it was down by 10 percent in the grids of districts participating in the program.
Show Low	Automated Booking Procedure	The booking time has been reduced by one-half (with even greater savings for repeat offenders), translating to a savings of about .8 of a full-time officer each year. The procedure also gives officers greater incentive to make more complete descriptions of the alleged offense, and also results in fewer errors, which helps the city courts in its subsequent work.
CA		
San Francisco	Youth Treatment and Education Court	As of September 1998, 24 juveniles were enrolled in the program. An outcome evaluation is tracking four indicators: changes in drug use, as indicated by random UAs throughout the program; reduction in rearrests; improved school attendance and performance; and change in employment status.
Stockton and San Joaquin County	South Stockton Co-op	The project has begun to track a number of output measures (e.g., probation contacts, probation searches, arrests, and weapons recovered). Throughout the area, youth arrests declined sharply, compared to the previous years (and more sharply than national crime trends). Satisfaction with the co-op has led to the creation of another co-op, covering North Stockton.

State/Locale	Name of Practice	Description
<p><b>CO</b></p> <p>Aurora</p>	<p>GIS Mapping and Crime Analysis</p>	<p>An estimated average of three burglary and one robbery pattern have been issued per month. Suspects also have been identified through the analyses. The reports are being used to re-allocate resources and manpower, and to instill greater accountability throughout the department.</p>
<p><b>FL</b></p> <p>Jacksonville</p> <p>Palm Beach County</p>	<p>Transition House for Released Juveniles Adjudicated as Adults</p> <p>Community Justice Initiative</p>	<p>Facility was just being started in October 1999. Key outcome will be the residents' recidivism rates. If the program is successful, other transition houses will be opened throughout the Jacksonville community.</p> <p>Pilot project and court have just begun operations. Juvenile assessment center has been in operation for one year and is tracking outcomes such as re-arrest rates among juveniles processed by the center and effects of community justice on crime rates.</p>
<p><b>LA</b></p> <p>Kenner</p>	<p>Mayor's Night Hoops</p>	<p>Mayor has committed to guaranteeing jobs to youths completing the program, and a few have obtained jobs thus far. Others are completing their GEDs. Yet others have been offered basketball scholarships from local junior colleges. In two summers, only one youth has broken the drug-free pledge.</p>
<p><b>MD</b></p> <p>Baltimore</p>	<p>Comprehensive Communities/Hot Spots</p>	<p>The partnership has 42 community organizations, 6 city agencies, and 10 nonprofit organizations. The youth tribunal has been responsible for 86 defendants receiving sentences of 10 years or more, and 99 defendants receiving mandatory minimums of 5 years without parole. Other activities have resulted in increased sentences for drug dealers arrested for minor possession.</p>
<p><b>MO</b></p> <p>Kansas City</p>	<p>Alternative Schools Network Association</p>	<p>The activity is in its early stages, with no quantitative outcome results yet available. However, a case report on eight students was conducted, and found that because of the network the students did not enter the juvenile justice system, saving the taxpayers over \$150,000 in incarceration costs.</p>

State/Locale	Name of Practice	Description
St. Louis	Youth Crime Prevention Strategy	Many youths have been served by the curfew and truancy centers, with a notable decline in repeat offenders since the strategy started. Similarly, families being served have not required repeat assistance. The demolition of buildings has been associated with a 25 percent decrease in arson calls and a 50 percent decrease in arson in the high-risk neighborhoods.
ND		
Fort Totten	Spirit Lake Juvenile Court	The number of youths going through the court system has declined; the number of repeat offenders also has declined. Schools report that attendance has increased from 83 to approximately 88 percent since the juvenile court was expanded.
NE		
Omaha	Drug Court	In two and one-half years, the court has had nearly 400 participants and 109 graduates, only two of whom have been charged with another drug crime. A formal evaluation showed that offenders assigned to the drug court are significantly less likely to be rearrested than offenders undergoing traditional adjudication, and that the court saves over \$4,000 per case as compared to traditional adjudication.
OK		
Tulsa	Tulsa Parenting Partnership	The cornerstone, life skills-building curriculum has been offered three times, with 8-13 participants per session. Other services have progressed smoothly. Preliminary monitoring assessments suggested need for increasing emphasis on drug and alcohol relapse prevention, which was adopted by program.
OR		
Portland	Mobile Command Unit	At the time of the case study, the design for the vehicle has been approved and an RFP issued for bids. Initial deployment was expected to occur by November 1999.
PA		
Philadelphia	Crime Analysis and Compstat	The crime analysis program already has identified city-wide and district-level crime patterns that have led to felony arrests. The program is credited with reducing criminal activity, especially a 19% reduction in gun-related homicides.

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State/Locale	Name of Practice	Description
TX Travis County	Sheriff's Combined Auto Theft Task Force	From Sept. 1997 to April 1999, SCATT recovered vehicles valued at over \$7.5 million and \$550,000 in property; conducted 31 classes to train 665 officer—many from outside the SCATT area—on how to locate, detect, and recover stolen vehicle; and uncovered 18 chop shops. Auto thefts have decreased during the same period.

### **A.4.3 Site Visit Protocol and Individual Case Reports**

Site visits were carried out over a 1-2 day period, by a 2-person site visit team. The protocol emphasized interviews with the key participants in the practice, collection of archival and documentary evidence (especially any data on outcomes), and direct observations of the practice at work. In some cases, because the practice was multi-faceted (e.g., involving sub-operations by different agencies or community groups), the site visit also involved calling upon more than one specific local site. Attachment A-6 contains the site visit protocol.

Following each site visit and the completion of the review and analysis of all archival and documentary material, the site visit team produced a draft case report. The draft was submitted to the original interviewees for their review and comment, and based on these the site visit team produced a revised and final case report. (These case reports are on file with COSMOS and available to requesters but are not part of this final report.)

**THE EVALUATION OF THE LOCAL LAW ENFORCEMENT**

**BLOCK GRANT PROGRAM**

**REPORT OF STAKEHOLDER FOCUS GROUP**

**PREPARED BY**

**WESTAT  
1650 Research Boulevard  
Rockville, MD 20850**

## FOCUS GROUP MODERATOR GUIDE

### INTRODUCTION

I'd like to start off by introducing myself. My name is Mike Davis and I work for Westat, a research company in Rockville, MD. Westat is working with a firm called COSMOS to conduct an evaluation of the LLEBG Program for NIJ. Westat's role is to assist COSMOS with data collection and analysis and in that role I will be moderating today's group along with Gail Stewart, a former police officer, who is a consultant to COSMOS. We have contacted you to determine what some of the grantee stakeholders would like to learn from this evaluation.

In a moment, I'll have each of the participants introduce yourselves, but I'd like to review a few ground rules first.

There are no right or wrong answers to the questions. Everyone's opinion is important. As a matter of fact, the goal of this discussion is to get as many opinions as possible, not to arrive at a consensus.

Remember that we are on a telephone conference so give other participants a chance to complete their thoughts before jumping in.

To preserve your anonymity, none of the participants' names will be associated with comments in the report.

Before we begin, I'd like to introduce some observers from COSMOS (Robert Yin, Meg Gwaltney, and Dawn Kim). These folks will be listening in during the session.

Let's begin by having each of you introduce yourselves. Tell us your first name and briefly describe your involvement in your community's Local Law Enforcement Block Grant Program.

## DISCUSSION TOPICS

What are some things that you would want to know from our evaluation of LLEBG Program?

Is there anything that would be useful for your future applications, or for other funding or planning issues?

*Probe: Any aspects of application process or public comment requirements that you feel would be useful to investigate?*

Are there any specific types of statistics that would be helpful for you?

*Probe: Is there any other data that would be useful about the use of funds?*

Do you have any comments about the electronic submissions (applications)? Is there anything you would be interested in learning about that process?

Can you think of any jurisdictions where the money received from BJA is being used in a unique or exemplary manner?

*Probe:*

*Any sites that began any particularly interesting programs with these funds*

*Any sites claiming that resources gained through LLEBG funding were a main source of crime reduction (e.g. purchase of equipment led to more arrests for drug dealing)*

*Any sites that had interesting or innovative ways of handling the process and administering the funds (e.g., exceptional interaction with the advisory board or the public)*

## 1.0 INTRODUCTION AND METHODOLOGY

Westat as a subcontractor to COSMOS conducted an evaluation of the Local Law Enforcement Block Grant (LLEBG) recipients. A telephone focus group (telefocus) group was conducted to identify information grantees wanted to learn from the evaluation. Respondents included officials of local law enforcement or government agencies from around the country that were current recipients of block grant funds for local law enforcement programs.

The focus group was held on May 13, 1998, and lasted for approximately one hour. COSMOS recruited the participants who included Jerry Web (Shreveport, LA); Jim Johnson (Boston, MA); B. J. Munch (St. Petersburg, FL); and Dan Nelson (Salinas, CA). The participants were linked with the moderators and observers using MCI teleconferencing system.

Representatives from COSMOS, including Dr. Robert Yin, Meg Gwaltney, Dawn Kim, and Gail Stewart, observed the group. Westat observers included Miriam Aiken and Rachel Ledford. Dr. Michael Davis of Westat moderated the group.

Following standard telefocus group methodology, a predefined question path was developed prior to the focus group. The moderator's guide is in Appendix A. Participants were assured of the anonymity of their responses in the written report.

## 2.0 RESULTS

This section presents the results of the focus group, which are organized by the order of questions in the moderator's guide.

### 2.1 What are some of the things that you would want to know from our evaluation of LLEBG Program?

*How are other grantees using the money they have received?*

Discussion of this question provided several topics for further inquiry, including identifying benefits that agencies or departments derive from participating in the grant program, as well as highlighting innovations or new ideas for increasing the effectiveness of law enforcement efforts. Another area of expressed interest was the frequency and the degree to which local agencies deviated from their original plans for using the money. They also desired information about the factors that influenced significant changes in original plans.

*How are other grantees evaluating their programs?*

Participants wanted to know how departments and local agencies evaluated their own programs. Some concern was expressed about the ability to successfully discern whether or not there are “real benefits” to the community.

*How did other grantees interact with other agencies at the local level?*

Grantees wanted to know if other agencies had problems with the process of securing monies at the local level, and how these problems were resolved. They also had questions regarding the application process. For instance, one participant described how his department’s thinking evolved during the application process, with county agencies cooperating on joint projects. In another jurisdiction the Attorney General’s office had to certify formula requirements. This proved to be an impediment because the Attorney General’s office argued that increased enforcement meant increased expenses for prosecution and incarceration.

Due to the local political structure, one participant had to petition the county to get the money for the sheriff’s department. In this particular case, the sheriff’s department was accountable to a different governing body than the one receiving the grant. According to the formula, the money was given to the county, which, in this state, did not have any control over law enforcement. The county had to be petitioned to obtain funds. (The participant’s impression was that Congress may change the way the formula will be applied in his state.) Another respondent mentioned a similar scenario. The respondents viewed the allocation of funds to cities as more direct and less problematic.

*How is the perceived success of this program affecting thinking in Washington and future legislation?*

Respondents expressed concern about the impact of the release of an LLEBG evaluation on the debate in Congress over program effectiveness.

**2.2 Is there anything that would be useful for your future applications, or for other funding or planning issues?**

Several suggestions were made for improving the application process. All were related to having a clearer sense of what constituted “crime prevention,” and how other agencies have used their funds. It was believed that this information would help state agencies in using the funds in ways that would be acceptable to state and federal auditors.

Other concerns were expressed about complying with state and federal auditors. For instance, state auditors want to tie the jurisdiction to the original applications. However, the original applications sent to BJA were very general. The group did see the advantages

of the broad definition of crime prevention. A respondent stated that "while some guidance might help, the beauty of the program is in its flexibility."

The majority of the respondents did not feel that public comment was very useful. There had been no substantial input from the public. Despite this fact, the respondents believed that public comment was a good idea in the "abstract."

*Are there any specific types of statistics that would be helpful for you?*

Participants agreed that it would be very helpful to have statistics on the major line items on grantees' budgets, including the percentage of agencies' funding that is allocated to each project area, and the number of agencies that purchased equipment, such as computers, cars, etc. Participants also wanted to know the type of agencies that received funds.

The participants wanted to know how LLEBG funds were leveraged with other grants in supporting programs. There was also interest expressed in finding out who was the "primary actor" in community-based programs, which are frequently a part of LLEBG program efforts.

*Do you have any comments about the electronic submissions (applications)? Is there anything you would be interested in learning about that process?*

Three of the participants submitted paper applications, but submit financial reports electronically. The other participant was uncertain about how the application was submitted. One of the respondents felt that the submission disk was antiquated, and suggested placing the application on the Internet. Some concern was expressed about grantees' access to the Internet, which may discourage electronic submission of the application. However, all the participants in this focus groups had access to the Internet.

The participants concurred that LLEBG is one of the easiest programs to apply for and administer. They felt that the reporting requirements were simple. One respondent mentioned that the contact person at BJA was always able to help him via phone.

*Can you think of any jurisdictions where the money received from BJA is being used in a unique or exemplary manner?*

None of the participants knew of other programs and each spoke only about his or her own jurisdiction.

One participant's jurisdiction used LLEBG money to fund resource centers that focused on reducing gang violence, particularly related to schools. The funds were used for training volunteers, as well as buying uniforms and marked cars. This program provides significant interaction between police and citizens. For instance, some of the money was



also used for volunteer road patrols to free officers from time consuming activities that were not directly related to crime prevention, such as assisting stalled vehicles.

One jurisdiction put together its own competitive grant program, through which they have funded 35 Community Based Organizations. Over half of their grant went to agencies other than the police department.

One participant described how his jurisdiction used the funds for a variety of activities. Money was directed to a consortium of counties or jurisdictions that combined LLEBG money with COPS money to fund the projects. One such project was called "Violence Suppression Teams" which was a follow-up program to one funded by a previous 1996 grant. The goal of the Violence Suppression Teams was to reduce gang activity by funding overtime for officers. Two teams of officers were detailed to remove handguns from kids' possession; follow gang members; and "put them to bed at night." On the negative side, the local District Attorney expressed concerns that such increased money for arrests put additional burden on the DA's office.

### 3. CONCLUSIONS

A theme that permeated the discussion was a need for more communication among grantees. The participants were eager to learn about programs that were successful. Knowing about best practices would be helpful in designing new programs.

To make their future applications more successful, the grantees in this group would like to see the availability of clearer definitions of certain terms related to the program. There were multiple concerns expressed that state auditors are being a bit overzealous in the restrictions they are placing on allowable use of grant funds. Clearer direction from BJA would mitigate that problem. Public involvement at the stage of grant application was minimal to non-existent in three of the four grantees' jurisdictions.

The types of information that grantees wanted to see as a result of the study was the amount of dollars allocated to specific funding areas, and the number of grantees whom were funding each area. Their interest appeared to be primarily in simple descriptive statistics that would allow them to compare their own jurisdictions with others.

While the electronic application process was not used by three of four grantees (and the remaining grantee wasn't sure how his application was submitted), periodic reporting data was submitted electronically by all parties. The suggestion was made to put the application process onto one or more web sites, since all of the grantees had access to Web browsing technology.