

the mission and goals of the COPS Office to advance the community policing efforts of local law enforcement. Applicants may propose such projects as the direct funding of innovative pilot programs (for example community oriented government pilot projects), the development of tools, products or applied research that will facilitate the implementation or advancement of community policing efforts, or providing training and/or technical assistance to local law enforcement concerning issues relevant to community policing topics (for example community policing as it relates to intelligence gathering). Note that if pilot programs are proposed, they must include an evaluation component to ensure that program effectiveness can be determined and replicated by other agencies.

## B. Applied Research/Pilot Programs

### 1. Institutionalizing Problem Analysis (B1)

Approximate Funding: \$500,000

*Purpose/Goal:* Effective problem-solving requires the in-depth analysis of the underlying conditions that give rise to community problems. The COPS Office recognizes the need to increase the capability of law enforcement agencies to engage in such problem analysis activities to develop effective solutions to them. In furtherance of this objective, the COPS Office recently convened a forum of leading experts and practitioners to discuss and clarify the notion of problem analysis. The publication "Problem Analysis in Policing" details the primary results of this forum and can be found at [www.cops.usdoj.gov/Default.asp?Open=True&Item=847](http://www.cops.usdoj.gov/Default.asp?Open=True&Item=847).

Applicants should familiarize themselves with this document; as the primary goal of this project is to facilitate the implementation of problem analysis into approximately five law enforcement agencies of varying size.

*Objectives/Expectations:* The applicant will develop a process to select five law enforcement agencies that have a demonstrated commitment to and understanding of the problemsolving process. A significant portion of the funding requested should be used to provide "incentive" monies directly to each of the selected agencies to enhance their problem analysis capabilities. For example, this enhancement may include funding such items as a portion of the salary of a new problem analyst or funding to perform problem analysis research and hardware/software used for problem analysis. The applicant will be expected

to provide technical assistance throughout the course of the project to ensure the greatest possibility of achieving the institutionalization of problem analysis capabilities within the policing agencies. The applicant will also be expected to engage in a detailed process evaluation, including case studies of each of the sites, which will enable other agencies to replicate and learn from these efforts.

*Deliverables:* The applicant will be expected to deliver a description of site selection criteria, any training curriculum/technical assistance resources developed for the agencies, a final detailed process evaluation, and case studies of each of the five selected sites. The applicant will also be expected to develop a final guide for use by police agencies who are seeking to institutionalize a problem analytic function.

*Knowledge/Experience Required:* Proposals should provide a definition of problem analysis, differentiating it from crime analysis as it is currently conducted, and discuss the current state of problem analysis in the nation's law enforcement agencies. The applicant should provide a preliminary outline of the process that will be used to select the five agencies and demonstrate their knowledge of law enforcement agencies and past experience working closely with them. The applicant should demonstrate a thorough understanding of community policing and problemsolving processes and the ability to train others in them.

### 2. Hiring/Recruitment/Retention of Community Police Officers (B2)

Approximate funding: \$400,000

*Purpose/Goal:* Hiring and retaining top quality police officers has long been both a priority and a challenge for police agencies. This has become even more critical in an era of community policing since the events of 9/11. There are many stages and activities associated with recruiting, hiring, and retaining officers with the skills to meet today's challenges. The COPS Office seeks to expand upon the development of hiring, recruitment and retention tools that both reflect community policing principles and respond to the hiring pressures facing law enforcement. The state of knowledge and experience regarding successful and innovative recruitment, hiring and retention practices has grown in recent years, and the purpose of this funding is to continue this advancement.

*Objectives/Expectations:* Local law enforcement is the front line in the fight against terrorism at home. Yet law

enforcement agencies are losing sworn officers at a rapid rate due to retirement, the creation of new federal positions that often provide competitive salary and benefits packages, and military call-ups. These factors, along with the emergence of community policing as the predominant policing paradigm, necessitate the development and testing of innovative practices to recruit and retain quality sworn personnel.

In two Chief Executive Officer Symposia convened by the COPS Office both pre- and post-9/11, police and sheriff executives identified several points of need in the area of police recruitment and hiring. These include a definition of an ideal candidate that incorporates the perspectives of not only those in law enforcement, but also the views of the community. Similarly, a national job description and a validated set of core competencies that more comprehensively reflect community policing and problem solving principles are needed. Another identified priority was research into private sector best practices on recruitment, retention, leadership, and succession planning that could be leveraged in a policing environment. Tools and techniques for confronting institutional biases within these processes are also important to develop. Finally, these leaders also expressed an interest in the development of a national marketing campaign geared towards promoting policing in the 21st Century.

The expectations for grants and cooperative agreements funded under this section are to respond to these recommendations through innovative projects, applied research, and/or the development of practical tools for use by law enforcement.

*Deliverables/Outcomes:* Projects under this topic area could take several forms, such as the development of pilot programs that are able to be replicated, monograph publications, recruitment tools for use by police departments, innovative testing and interviewing instruments, or the development of effective model print, radio and television employment public service announcements for use by agencies. Applied research projects that examine the effectiveness of recruitment and retention efforts, separately and combined, in attracting and retaining women and minorities may also be funded. For instance, it may be important to evaluate the relative effectiveness of various assessment instruments in predicting future police performance (according to community policing principles)—and as important—who will remain in law enforcement. Issues related to whether