

police departments and community policing activities in smaller settings.

Objectives/Expectations: The COPS Office is seeking proposals that examine the nature of these COPS funded start-up law enforcement agencies, trace their history, and document impediments and facilitators to the institutionalization of community oriented police services in smaller settings.

Deliverables/Outcomes: Applicants will be expected to produce a final report documenting the nature of COPS funded start-up law enforcement agencies and a guidebook aimed at assisting the development of police agencies in smaller settings. This guidebook should highlight important factors that should be taken into consideration when "starting-up" a police department and provide guidance on how to best effectively accomplish this task.

Knowledge/Experience Required: The applicant should have working knowledge of policing in smaller settings and the processes and procedures involved in initiating the development of an effective police department.

3. Managing Local Evaluations: A Guide for Law Enforcement (C3)

Approximate Funding: \$100,000

Purpose/Goal of Proposed Project: Law enforcement is frequently called upon to provide evaluation information regarding local public safety efforts. Some agencies employ in-house evaluators, but many must seek external assistance from local universities or with private consultants. In some cases, evaluations that are conducted may not adequately meet the needs of the law enforcement agency.

This project will assist law enforcement agencies in providing funding for and in conducting and utilizing program evaluations.

Objectives/Expectations of Proposed Project: Proposals are being sought to develop a Law Enforcement Practitioner Guide to Managing Local Evaluations. This guide should assist law enforcement agencies through the evaluation process from start to finish—from how to select an evaluator, the managing on-going evaluations, to evaluating the final deliverable. Possible issues to be addressed include how to best communicate needs to potential evaluators, the types of documents that should be obtained and reviewed prior to selecting an evaluator, and how to best formulate a contract with an evaluator. The benefits of securing and speaking with references, the need for a

detailed research plan, the importance of selecting the right agency official to work with the evaluator, and how to address whether an evaluator will meet their needs should also be discussed. The guide may also help the law enforcement practitioner understand the true costs of evaluations, predict potential budget pitfalls, and discuss how to spot trouble early-on and what to do in situations of non-compliance. Finally, the guide should help law enforcement practitioners generally understand how to apply the findings of an effective evaluation.

Deliverables/Outcomes: The primary deliverable is a publishable copy of a Law Enforcement Practitioner Guide to Managing Local Evaluations.

Specific Knowledge/Experience Required: Applicants must demonstrate a thorough understanding of the evaluation process and ability to write content for a law enforcement audience. They must have documented program evaluation experience. A sample of an original published or unpublished program evaluation should be included with the application. This writing sample will not count towards the proposal page limit.

4. Analysis of COPS Police Integrity Initiative (C4)

Approximate Funding: \$500,000

Purpose/Goal: This request is presented in two parts. Proposals should address both parts.

Part I:

The COPS Office is seeking the development of a comprehensive product that will summarize and highlight current work being done by COPS grantees to prevent racial profiling and to increase trust between police and citizens. In Fiscal Year 2001, the COPS Office funded (21) police departments under the Promoting Cooperative Strategies to Reduce Racial Profiling initiative to develop strategies that would address racial profiling. These strategies include:

- Collecting and analyzing traffic-stop data;
- Accountability and supervision;
- Recruitment and selection;
- Training and education of police and citizens;
- Using technology to prevent racial profiling; and
- Minority community engagement initiatives.

At the conclusion of these projects, each of the 21 police departments will produce a technical assistance guide that will document lessons learned and model practices that can be replicated by other law enforcement agencies. The

technical assistance guides will be developed so that other police-community partnerships can benefit from the lessons learned when addressing police integrity issues. In that regard, these technical assistance guides are intended to include what worked, what did not work, the barriers to project implementation, solutions to obstacles in solving problems, and a discussion on how the project strengthened police integrity, police-community relationships, and the related impact on racial profiling prevention.

Part II:

The COPS Office is also seeking a preliminary assessment of current work being done by COPS grantees to create cultures of integrity. In Fiscal Year 2002, the COPS Office funded 60 law enforcement agencies to develop a strategy that would support a culture of integrity, and 41 state chiefs' and sheriffs' associations to host police integrity training workshops at their annual meetings. The law enforcement strategy areas include:

- Use of force policy and training;
- Development of early intervention systems;
- Mapping integrity violations and related interventions;
- Self assessment techniques for internal monitoring;
- Strengthening internal affairs division operations;
- Improving citizen complaint processes;
- Utilizing a civilian review board;
- Command staff integrity training;
- Ensuring accountability to the community;
- Outreach to minority youth;
- Traffic stop data collection; and
- Recruiting quality recruits from local communities.

The association strategy areas include:

- Integrity training to support community policing;
- Homeland security and police integrity;
- Building public trust and confidence;
- Integrity challenges to police leadership; and
- Developing policy that strengthens integrity.

For more information on the COPS Police Integrity Initiatives, please visit the COPS Web site at: <http://www.cops.usdoj.gov/Default.asp?Open=True&Item=393>

Objectives/Expectations:

Part I:

In order to maximize the work being done in the field through this important initiatives, the COPS Office is seeking