

Grant Monitoring Standards and Guidelines for Hiring and Redeployment

VI. COPS Performance Indicators

VI. COPS Performance Indicators

This section presents a checklist of performance indicators that can be used as a guide in determining whether COPS grantees are in compliance with the terms and conditions of the Hiring and MORE grant awards within each of the eight primary compliance categories. Performance indicators present characteristics that are used to measure the results of the COPS Program activity compared to its intended purpose and compliance requirements.

In general, written evidence that grantees are complying with grant requirements is always required. Consequently, copies of **all** grant-related documentation should be kept at local law enforcement agency or executive government offices.

Significant changes to approved grant projects must be submitted in writing to the COPS Office for prior approval. Significant changes may include, but are not limited to:

- Changes in number of officers that will be hired;
- Extensions;
- Salary and benefit changes;
- Changes in redeployment levels;
- Changes in the type of equipment purchased;
- Purchase of additional items for a MORE redeployment grant that was the result of cost savings in excess of \$1,000;
- Significant changes in community policing plans not within the scope of the original approved plan;
- Use of grant funding for officers or civilians hired pre-award;
- Use of grant funding for equipment or technology purchased pre-award; and
- The transfer of a locally-funded part-time position to a full-time COPS-funded position.

While interpreting the eight compliance categories as to whether the terms and conditions of the COPS grant awards have been met, the intent of the program should be kept in mind. The overall intent of the COPS grant program is to help develop an infrastructure that will institutionalize and sustain community policing after Federal funding has ended and that would not have existed in the absence of the COPS grants. The ultimate goal of incorporating community policing is to improve public safety through better police work, while increasing the public's interaction and satisfaction with police services.



The checklist is grouped by the eight compliance categories, which are further subdivided by several performance standards. Performance standards represent distinct statements for each compliance category that together comprise a complete definition of each goal. Each standard is accompanied by a list of indicators that can be used to help evaluate compliance within each category. Comments are available for each standard to provide additional information about the performance indicators; for more detailed explanations, refer to Section V of this Guide.



A. Community Policing

GOAL: Law enforcement activities executed under the grant program qualify as community policing.

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 21-28 for a complete explanation of Community Policing.		
<p><u>Hiring and MORE Grants:</u> Local law enforcement agencies use grant funds to begin or enhance their community policing efforts.</p> <p>Grant funds under the COPS in Schools (CIS) Grant Program are used to fund School Resource Officer positions, building working relationships with schools to use community policing efforts to combat school violence.</p>	<p>Community policing activities actually executed by the local law enforcement agency are generally the same as the activities identified in the approved grant application, or any significant changes have been approved by the COPS Office in writing.</p> <p>Under the CIS Grant Program, grant-funded officers (or an equal number of veteran officers) must be deployed to work in and around primary and secondary schools on youth-related activities for a minimum of 75% of their time. Overall, there must be an increase in the level of community policing activities that are being performed in the schools as a result of receiving COPS in Schools award from pre-grant activities.</p>	<p>Any significant changes to the community policing activities identified in the grant application must be submitted in writing to the COPS Office for approval.</p>
<p><u>Hiring Grants:</u> Local law enforcement agencies use grant funds to deploy newly hired officers, or an equal number of veteran officers, to initiate or enhance community policing activities.</p> <p><u>MORE Grants:</u> Time savings from MORE grants result in enhanced community policing activities.</p>	<p>Evidence of an agency's compliance with community policing activities may include, but is not limited to, the following:</p> <ul style="list-style-type: none"> · Conducting some or all Community Policing activities identified in application. Working with citizen advocacy groups, and/or meeting with community groups and businesses to address local crime problems. · Participating in crime analysis. · Establishing crime prevention or drug prevention programs or participating in prevention efforts. · Performing bike or foot patrols. · Working with other government agencies to address crime and disorder problems. · Having a written strategic plan for community policing. · Offering or attending training in community policing. · Incorporating community policing into performance evaluations. · Decentralizing decision-making authority. · Assigning officers to a geographic beat to encourage community-police relations. · Establishing community partnerships. · Performing problem-solving activities. · Responding to specific community needs. · Establishing youth programs and activities. · Incorporating the use of volunteers into police work. 	<p>One or more of these indicators may be evidence that the local law enforcement agencies are using awards consistent with community policing.</p> <p>For more information, please see Chapter V, Section A.</p>



B. Retention

GOAL: Additional positions and/or the level of redeployment funded under the grant program are retained with State or local funding at the conclusion of the grant program for at least one full local budget cycle.⁴

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 28-32 for a complete explanation of Retention.		
<p><u>Hiring Grants:</u> All Hiring grantees (except Phase I grantees) are required to retain the additional officer positions with State or local funding for a minimum of one full local budget cycle following the end of the 36-month funding period for each position.</p> <p><u>MORE Grants:</u> Grantees must plan to retain the federally funded technology/equipment and/or civilians⁵ and the resulting redeployment after the required level of redeployment⁶ has been met for a minimum of one full local budget cycle following the 12-month grant implementation period.</p>	<p><u>Hiring Grants:</u> <i>As of June 16, 1998, retention plan documentation <u>must</u> be submitted with the grant application</i> One or more of the following may verify compliance:</p> <ul style="list-style-type: none"> • Written assurance is submitted with the grant award application that State and local agencies will plan to seek local or State funding to retain the COPS-funded officer position(s). • Certification in the application that states grantees understand and will abide by their submitted plans. • Written assurance is submitted with the Department Annual Reports that states how local agencies are planning to seek local or State funding to add officer positions to their local budgets or maintain the level of redeployment after the COPS grant ends. • Grantees that received awards prior to June 16, 1998 can provide other evidence of retention planning efforts upon request. <p><u>MORE Grants:</u> One or more of the following may verify compliance:</p> <ul style="list-style-type: none"> • Retention statement is submitted with the MORE '98 and 2000 grant award application that State and local agencies will plan to seek local or State funding to retain the level of redeployment after the required level of redeployment has been met. • Written assurance is submitted with the MORE Progress Report that states how local agencies are planning to seek local or State funding to maintain the level of redeployment after the required level of redeployment has been met. • Grantees that received MORE grant awards prior to MORE '98 can provide other evidence of retention planning efforts upon request. 	<p>Retention planning means that grantees must enter the three-year Hiring grant program or, for MORE, the one-year grant period, with the understanding that they are required to seek State or local funding to add these positions to their local budgets and/or maintain the level of redeployment after the COPS grant ends.</p> <p>Requirement to submit retention plan documentation with the Hiring grant application was effective June 16, 1998. The plan also includes supporting materials. Grantees applying for funds prior to June 16, 1998, are required to maintain evidence of their retention planning efforts for submission to the COPS Office upon request.</p> <p>Supporting retention planning evidence may include memoranda, minutes of meetings, and/or other planning documents during the grant period.</p>

⁴ There are two exceptions to this general rule. The Phase I grant conditions did not include a retention requirement and MORE '95 overtime grantees are required to plan to continue the proposed overtime activities funded under COPS MORE.

⁵ MORE '95 overtime grantees are required to plan to continue the proposed overtime activities funded under COPS MORE.

⁶ In this document the required level of redeployment is used generically, referring to the level of redeployment grantees must reach to be in compliance with their grant terms and conditions. See Appendix A for more information about the required level of redeployment for specific MORE grant programs.

**Retention, continued**

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 28-32 for a complete explanation of Retention.		
<p><u>Hiring Grants:</u> Retention of officer positions is maintained for one full local budget cycle after the Hiring grant funding period⁷ ends.</p> <p><u>MORE Grants:</u> Retention of the federally funded technology/ equipment and/or civilians and the resulting redeployment is maintained for one full local budget cycle after the required level of redeployment⁸ has been met.</p>	<p><u>Hiring Grants:</u> Additional officer positions are retained with State or local funds, over and above the level of locally-funded officer positions that would otherwise exist, for at least one full local budget cycle after the 36-month Hiring grant funding period for each position ends.</p> <p><u>MORE Grants:</u> Grantees retain the level of redeployment (as a result of retaining the additional civilians and/or equipment and technology) for one full local budget cycle after achieving the required level of redeployment.</p>	<p>Regardless of when during the local budget cycle the grant funding period ends, the grantee must immediately retain officer or civilian positions and/or level of redeployment through the end of the next full local budget cycle.</p> <p>Mitigating circumstances may justify an exemption from the retention requirement.</p>

⁷ The Phase I grant conditions did not include a retention requirement. See Appendix A for a definition of the Hiring grant funding period.

⁸ In this document the required level of redeployment is used generically, referring to the level of redeployment grantees must reach to be in compliance with their grant terms and conditions. See Appendix A for more information about the required level of redeployment for specific MORE grant programs.



C. Allowable Costs

GOAL: Allowable costs under each COPS Program must be specifically authorized under the specific grant conditions and in the grantee's approved award.

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 32-38 for a complete explanation of Allowable Costs.		
<u>Hiring Grants:</u> Recruited and hired required number of COPS-funded officers.	Supporting documentation verifies that positions filled since grant was awarded agree with the approved costs for hiring officers, as identified in the COPS grant award.	The grantee may recruit or hire, using COPS funding and following historic local practices, only the number of officer positions agreed upon in the approved grant award.
<u>Hiring Grants (except CIS grants):</u> Requested reimbursement for 75% of entry-level salary for an officer, including benefits, for duration of grant. The maximum amount per officer is \$75,000 unless the COPS Office has granted a waiver.	One or more of the following may verify compliance <ul style="list-style-type: none"> · Hiring confirmation paperwork with the offered and accepted salary, including benefits, available for review. · Documented entry-level salary, including benefits, available for review. · Drawdown request agrees with 75% of department documented entry-level salary and benefits package for officers over three years. 	Only 75% of an officer's entry-level salary, including benefits, may be funded under the Hiring grant programs with a cap of \$75,000 over three years (unless a waiver has been granted). The remaining 25%, any costs over the cap, and any costs for salaries and benefits above entry-level must be paid by local funding. Furthermore, the percentage of total officers' salaries and benefits paid with federal funds must decrease each year of the grant, with the local match correspondingly increasing.
<u>Hiring Grants:</u> Officer positions funded as full-time positions are filled with officers working full-time and positions funded as part-time are filled with officers working part-time.	Supporting documentation is available detailing that COPS-funded officers are, in fact, working either full time or part time, in accordance with the grant award.	Hiring grants can be awarded for either full-time or part-time positions. Depending on the type of grant award, the officer must work either full or part time to justify salary and benefit costs.

**Allowable Costs, continued**

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 32-38 for a complete explanation of Allowable Costs.		
<p><u>Hiring Grants:</u> If a previous part-time officer was promoted to full-time under a COPS grant, then COPS monies were only expended on the full-time COPS position after the vacant part-time position was filled using local funding.</p>	<p>One or more of the following may verify compliance:</p> <ul style="list-style-type: none"> · Paperwork associated with hiring new officers confirms that a replacement part-time officer was hired with local funding. · Department budget and payroll accounts verify that promoted (previously part-time) officer was not paid salary and approved benefits from COPS monies until the part-time replacement was hired with local funds. 	<p>The law enforcement agency is required to hire new, additional part-time officers with local funds to replace any previously employed part-time officers who were promoted to full-time status under a COPS grant. The grantee may not use COPS monies to pay for the salary and approved benefits costs of the promoted part-time officer until a replacement part-time officer has been hired with local funds.</p>
<p><u>CIS Grants:</u> Provides a designated portion of the entry-level salary and benefits over the three-year grant period, not to exceed \$125,000. (Any additional salary or benefits must be paid by State or local funds.)</p>	<p>One or more of the following may verify compliance:</p> <ul style="list-style-type: none"> · Hiring confirmation paperwork with the offered and accepted salary, including benefits, available for review. · Documented entry-level salary, including benefits, available for review. 	<ul style="list-style-type: none"> · No waivers of the \$125,000 cap on Federal funding are offered under the CIS Program.
<p><u>MORE Grants (Civilians):</u> Requested payments for civilian support services extend over the allowable period.</p>	<p>Copy of grant award and any approved renewals or extensions, if applicable, which specify allowable costs.</p>	<p>MORE grants are awarded for one year only, with renewal available for up to two years after the initial grant period ends for civilian hires and overtime (MORE '95), at the discretion of the COPS Office, and subject to funding availability.</p>
<p><u>MORE Grants (Equipment/Technology):</u> Requested reimbursement for authorized technology/equipment</p>	<p>Copy of approved grant award, which specifies technology and/or equipment allowable costs.</p>	<p>The grantee may only request reimbursement for those items approved by the COPS Office on the approved grant award.</p>



Allowable Costs, continued

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 32-38 for a complete explanation of Allowable Costs.		
<p><u>MORE Grants:</u> Cost of purchased technology/ equipment is within parameters as stated on the approved award, or as subsequently modified by the COPS Office.</p>	<p>One or more of the following may verify compliance:</p> <ul style="list-style-type: none"> · Purchase requests and payment receipts for each item purchased available for review. · Copy of approved grant award confirms allowable items. 	<p>The approved grant award specifies the amount awarded for the cost of each approved item.</p> <p>It should be noted that it may be permissible to obtain additional items in support of the MORE grant as a result of cost savings. Please see Chapter V, Section D, for more details.</p>
<p><u>MORE Grants:</u> Requested reimbursement for 75% of salary, including benefits, for a civilian hire for the duration of grant.</p>	<p>One or more of the following may verify compliance:</p> <ul style="list-style-type: none"> · Hiring confirmation paperwork with the offered and accepted salary, including benefits, available for review. · Documented salary level, including benefits, available for review. · Reimbursement request agrees with 75% of department documented salary and benefits package for the awarded type of civilian support services. 	<p>Only 75% of a civilian hire's salary, including benefits, may be funded under the MORE grants throughout the duration of the grant. Local funding must pay the remaining 25% (unless the COPS Office grants a waiver).</p>
<p><u>MORE Grants:</u> Time spent working on support service activities is equivalent to full-time or part-time service, in accordance with the grant award.</p>	<p>Supporting documents detailing either time spent working on support activities or attendance records is equivalent to full-time or part-time service, in accordance with the grant award.</p>	<p>MORE civilian grants can be awarded for either full-time or for part-time positions. Depending on the type of grant award, civilian hire must work either full-time or part-time to justify the salary and benefit costs.</p>
<p><u>MORE Grants:</u> If a previous part-time civilian was promoted to full-time under a COPS grant, then COPS monies were only expended on the full-time COPS position after the vacant part-time position was filled using local funding.</p>	<p>One or more of the following may verify compliance:</p> <ul style="list-style-type: none"> · Paperwork associated with hiring a new civilian confirms that a replacement part-time civilian was hired with local funding. · Department budget and payroll accounts verify that the promoted (previously part-time) civilian was not paid salary and approved benefits from COPS monies until the part-time replacement was hired with local funds. 	<p>The law enforcement agency is required to hire new, additional part-time civilians with local funds to replace any previously employed part-time civilians who were promoted to full-time status under a COPS grant. The grantee cannot use COPS monies to reimburse the salary and approved benefits costs of the promoted part-time civilian until a replacement civilian has been hired with local funds.</p>



D. Source and Amount of Matching Funds

GOAL: Grantee contributes at least 25% (unless granted a waiver) of the costs of the program, project, or activity that is funded by the COPS Program.

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 38-41 for a complete explanation of Source of Matching Funds.		
<p><u>Hiring Grants:</u> The grantee matched, or intends to match, the required percentage for the approved hiring costs.</p>	<p>One or more of the following may verify compliance:</p> <ul style="list-style-type: none"> · Copy of approved grant award specifies agreed upon costs and percentage of match. · Copy of departmental budget confirms the intention of the grantee to pay the match, or budget confirms that match has already been paid. · Copy of departmental budget or other documents reflect the source, timing, and amount of match. 	<p>The COPS grant will provide for UP TO 75% over three years with a maximum of \$75,000 for an entry-level officer's salary and fringe benefits package. The grantee must cover AT LEAST 25% of the costs, unless the COPS Office has granted a waiver.</p> <p>The CIS Grant Program will cover up to a maximum amount of \$125,000 for salary and benefits. Any costs over the maximum award must be paid by local or State funding.</p>
<p><u>MORE Grants:</u> The grantee matched, or intends to match, the required percentage for the approved costs for the hiring of civilian support services and technology and equipment purchases.</p>	<p>One or more of the following may verify compliance:</p> <ul style="list-style-type: none"> · Copy of grant award specifies approved costs and percentage of match. · Copy of departmental budget confirms the intention of the grantee to pay the match, or budget confirms that match has already been paid. 	<p>The COPS grant will provide for UP TO 75% of a civilian hire's salary and fringe benefits package throughout the duration of the grant, including renewal periods if applicable. The grantee must cover AT LEAST 25% of the costs, unless a waiver has been granted by the COPS Office</p> <p>The grantee must pay AT LEAST 25% of all technology and equipment purchases (unless a waiver has been granted) while the COPS grant will contribute UP TO 75%.</p>

**Source and Amount of Matching Funds, continued**

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 38-41 for a complete explanation of Source of Matching Funds.		
<u>Hiring and MORE Grants:</u> The type of the match is cash	Payment receipts, budgets, payroll or other documents are utilized to support the type and source of the cash match.	The source of the match must be cash and cannot be satisfied through "in kind" purchases or contributions.
<u>Hiring and MORE Grants:</u> The source of the cash match is State, local, or Federal funds if specifically authorized by Federal statute. Grantee must verify and document approved source.	Department budget and payment receipts, or other documentation, verify source of the cash match is State or local funds, or Federal funds if such use is specifically authorized by Federal statute.	Source of cash match must be State or local funds. Other Federal funds may only be used as the cash match if such use is specifically authorized by Federal statute. The funds may not have come from other COPS grants or grant supplements.
<u>Hiring and MORE Grants:</u> Source of match was not previously budgeted for other law enforcement purposes.	Department budget, general ledger, payment receipts, or other documents verify that the source of the match was not specifically budgeted for other law enforcement needs.	The source of the cash match must be in addition to funds previously budgeted for law enforcement purposes.
<u>Hiring Grants:</u> The local contribution share increases each grant year while the Federal share decreases.	Department budget, general ledger, or other documentation verifies that the Federal contribution is decreasing, while the local contribution is increasing each grant year.	As a percentage of the total annual project costs, the local share must increase each year during the grant period, and, conversely, the Federal share must decrease.
<u>Hiring and MORE Grants:</u> Cash match was paid in full before the grant period ended.	One or more of the following may verify compliance: <ul style="list-style-type: none"> · Copy of approved award, including any approved no-cost extensions, specifies the end of the grant period. · Copy of department's budget, general ledger, payroll or other documentation verifies payment of match before the end of the grant award period. Or, if applicable, a copy of a waiver verifies that the grantee is excused from the entire match or a portion of the match. 	The cash match must be fully paid before the end of the grant award period. The grantee is excused from either the whole, or a portion of, the local cash match if the department has obtained a waiver.

**Documentation of the Local Match**

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 38-41 for a complete explanation of Source Matching Funds		
<u>Hiring and MORE Grants</u> Grants should have documentation showing the source of their cash matching funds.	Department budget, general ledger, or other documents verifying that the Federal contribution has been budgeted for and expended.	Verification of local match funding must be available for review during the life of the grant.



E. Supplanting

GOAL: COPS grant funds are used to supplement the budget of the law enforcement agency, not replace any funds which would have been budgeted for the grant-funded purpose in the absence of the grant.

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 41-49 for a complete explanation of Supplanting.		
<p><u>Hiring Grants:</u> The COPS funding increased the baseline level of funding for sworn officers and, concurrently, the baseline level of sworn officer positions.</p> <p><u>Hiring Grants:</u> Grantee followed standard procedures used to recruit and hire part-time and full-time locally-funded officer vacancies in a timely and active manner during the life of the grant.</p>	<p>Copy of department and local government budget reflects no decrease in State, local, or Bureau of Indian Affairs funds for sworn personnel during each fiscal year of grant implementation.</p> <p>Or, if the baseline level of funding for sworn officers, or the number of sworn officer positions, decreased, copies of department and local government budgets and other supporting documentation verify that the decrease occurred for reasons unrelated to receiving the grant award.</p> <p>One or more of the following will verify compliance:</p> <ul style="list-style-type: none"> · Copy of standard recruiting and hiring procedures compared to grantee's actions in filling vacancies during the grant period confirms grantee has not delayed in filling locally-funded positions. · If there are no formal written procedures, review of historic hiring practices support grantee's compliance with actively trying to fill locally-funded positions in accordance with its standard practice. · Copy of civil service list and the grantee's or civil service officer's confirmation that historical hiring practices are being followed. · Copy of State, local or law enforcement training academy schedule verifies grantee's intent to fill, or actual filling of, locally-funded positions in conjunction with training schedules. · Documented high turnover rate for department supports grantee's explanation for delay in filling vacant positions. · Rate that both COPS-funded vacancies and locally-funded vacancies are filled is approximately the same or the grantee evidences that this did not occur for reasons unrelated to receipt of grant funding. · If grantee fills CIS-funded vacancies prior to filling locally-funded, non-school resource officer vacancies so that it may timely deploy new School Resource Officers during the school year, it also continues to take active and timely steps to fill locally-funded vacancies. 	<p>The goal of the grants is to increase the "baseline" level of State, local, or Bureau of Indian Affairs funds that would have been budgeted for sworn officers in the absence of COPS funding.</p> <p>If there is a decrease in the baseline funds for officers, or level of officer positions, during the life of the grant, grantees must show that the decrease occurred for reasons unrelated to the award of grant funding. If the decrease occurred because the grantee received COPS grant funding, a supplanting violation exists.</p> <p>Hiring grantees must take active and timely steps through their standard recruiting and hiring procedures to fill all locally-funded officer vacancies that arise during the grant period. To determine if the grantee has continued its standard recruiting and hiring practice, various factors must be reviewed. Because of the unique recruiting and hiring practices of each agency, discretion and flexibility is allowed.</p>

**Supplanting, Continued**

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 41-49 for a complete explanation of Supplanting.		
<p><u>Hiring Grants:</u> Grantee delayed in following standard procedures used to recruit and hire locally-funded part-time and full-time officer vacancies after the award of grant money for reasons unrelated to the receipt of grant funding.</p>	<p>Supporting documentation verifies the delay in filling locally-funded part-time and full-time officer vacancies occurred for reasons unrelated to grant funding. Following are examples of reasons that are most likely unrelated to the receipt of grant funding:</p> <ul style="list-style-type: none"> · Fiscal Distress; · Training Classes delayed; · State civil service list is suspended; and · City council minutes discussing hiring difficulties. 	<p>If a Hiring grantee delays in filling locally-funded officer positions, the cause of the delay must be for reasons unrelated to the COPS grant award. Because of the unique recruiting and hiring procedures of each agency, discretion and flexibility is allowed.</p>
<p><u>Hiring Grants:</u> Grantee promoted a locally-funded part-time officer to fill a grant funded full-time position and used local funds to backfill the part-time vacancy. Grant funds were not expended until the vacant position was backfilled.</p>	<p>All of the following are necessary to verify compliance:</p> <ul style="list-style-type: none"> · Copy of local budget documents indicating that the level of funding budgeted and expended for part-time positions has at least remained the same as before the grant award. · Copy of documentation demonstrating that the part-time officer was hired with local funds before grant funds were expended on the promoted full-time officer. 	<p>If a grantee chooses to promote a previously employed part-time officer to fill a full-time COPS grant position, then grantee must hire a new, additional part-time officer with local funds to backfill the resulting vacancy. The grantee may not expend COPS Hiring grant funds on the new full-time position until it has filled the part-time vacancy.</p>
<p><u>Hiring Grants:</u> Officers funded under the COPS grants were hired after the award of the grant.</p>	<p>Documentation verifies the grant officers' hire date to be after the grant award date (or allowable hiring date for FAST and AHEAD).</p> <p>Or, if officers were hired before the award date, supporting documentation confirms officers were hired with the direct anticipation of receiving a COPS grant and would not have been hired in the absence of COPS funding. (e.g., memorandum provided to officer confirming that position is contingent upon receipt of grant funds; evidence in local budget or meeting minutes that position is otherwise unfunded if COPS grant is not awarded).</p>	<p>COPS-funded officers are to be hired after the award date of the grant. The only exception, which must be approved in writing by the COPS Office, is for officers hired in direct anticipation of the grant whose positions were not otherwise funded with State, local, or Bureau of Indian Affairs (BIA) funds.</p> <p>If officers were hired before the award date of the grant, and grant money is used to pay for the costs of salaries and benefits after the award, the grantee must demonstrate that the officers were hired in anticipation of the grant award.</p>

**Supplanting, continued**

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 41-49 for a complete explanation of Supplanting.		
<p><u>MORE Grants:</u> State or local baseline level of funding for civilians and level of civilian positions does not decrease during the life of the grant</p>	<p>Copy of department or local government budget reflects no decrease in State or local funding for civilian personnel during each fiscal year of grant implementation.</p>	<p>The goal of the grants is to increase the "baseline" level of State, local, or BIA funds that would have been budgeted for civilian personnel in the absence of COPS funding.</p>
	<p>Or, if the baseline level of funding for civilians or the level of civilian positions decreased, copies of department, local government budgets, or other supporting documentation verify that the decrease occurred for reasons unrelated to the grant award.</p>	<p>If there is a decrease in the State or local baseline funds for civilians or level of civilian personnel during the life of the grant, grantees must show that the decrease occurred for reasons unrelated to the award of grant funding. If the decrease occurred because the grantee received grant funding, a supplanting violation exists.</p>
<p><u>MORE Grants:</u> Grantee followed standard procedures used to recruit and hire part-time and full-time locally-funded civilian support vacancies in a timely and active manner during the life of the grant.</p>	<p>One or more of the following will verify compliance:</p> <ul style="list-style-type: none"> · Copy of standard recruiting and hiring procedures compared to grantee's actions in filling vacancies during the grant period confirms grantee has not delayed in filling locally-funded positions. · If there are no formal written procedures, review of historic hiring practices support grantee's compliance with filling, or actively trying to fill locally-funded positions in accordance with its standard practice. · Copy of civil service list and the grantee's, or civil service officer's, confirmation that historical hiring practices are being followed. · Documented high turnover rate for department supports grantee's delay in filling vacant positions. · Rate that COPS-funded vacancies and locally-funded vacancies are filled is approximately the same or the grantee provides evidence that a delay in filing local vacancies occurred for reasons unrelated to receipt of grant funding. 	<p>MORE civilian grantees must take active and timely steps through their standard recruiting and hiring procedures to fill all locally-funded civilian vacancies that arise during the grant period. To determine if the grantee has continued its standard recruiting and hiring practices, various factors must be reviewed. Because of the unique recruiting and hiring practices of each agency, discretion and flexibility is allowed.</p>

**Supplanting, continued**

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 41-49 for a complete explanation of Supplanting.		
<p><u>MORE Grants:</u> Grantee delayed in following standard procedures used to recruit and hire locally-funded part-time and full-time civilian vacancies after the award of grant money because of reasons unrelated to the receipt of grant funding.</p>	<p>Supporting documentation verifies that the delay occurred for reasons unrelated to the receipt of COPS grant funding.</p>	<p>If there has been a delay in filling locally-funded civilian positions, the delay must have occurred for reasons unrelated to the grant award. Because of the unique recruiting and hiring procedures of each agency, discretion and flexibility is allowed.</p>
<p><u>MORE Grants:</u> Grantee promoted a locally-funded part-time civilian to fill a grant funded full-time position and used local funds to backfill the part-time vacancy. Grant funds were not expended until the vacant position was backfilled.</p>	<p>All of the following are necessary to verify compliance:</p> <ul style="list-style-type: none"> · Copy of budget documents indicating that the level of funding for part-time positions has at least remained the same as before the grant award. · Copy of documentation demonstrating that the part-time replacement civilian was hired with local funds before grant funds were expended on the promoted full-time civilian. 	<p>If a grantee chooses to promote a part-time civilian to fill a full-time COPS grant position, then grantee must hire a new, additional part-time civilian with local funds to backfill the resulting vacancy. The grantee may not expend COPS MORE grant funds on the new full-time position until it has filled the part-time vacancy.</p>
<p><u>MORE Grants:</u> Purchase of approved technology and equipment occurred after the award start date.</p>	<p>Purchase requests, payment receipts, or other documentation for each item purchased verifies purchase occurred after date of grant award.</p> <p>Or, if purchase of approved technology and equipment occurred before the award date, then purchase requests, payment receipts, department budget, or other supporting documentation confirms that purchases were made with the direct anticipation of receiving a COPS grant.</p>	<p>COPS-funded technology and equipment items are to be purchased after the award date of the grant. The only exception, which must be approved in writing by the COPS Office, is for civilian hired in direct anticipation of the grant and whose positions were not otherwise funded with State, local, or BIA funds.</p>
<p><u>MORE Grants:</u> Civilians performing support services under the COPS grants were hired after the award start date.</p>	<p>Paperwork associated with the hiring of new civilians for support services verifies the hire date to be after the award start date.</p> <p>Or, if new civilians were hired before the award date, then department budget and other supporting documentation confirms that civilians were hired with the direct anticipation of receiving a COPS grant.</p>	<p>COPS-funded civilian hires are to be hired after the award date of the grant. The only exception, which must be approved in writing by the COPS Office, is for equipment/technology purchased in direct anticipation of the grant that was not otherwise funded with State, local, or BIA funds.</p>



F. Reporting

GOAL: Program Progress Reports and Financial Status Reports that provide information about the status of grants are promptly submitted to the proper Federal agency.

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 49-52 for a complete explanation of Reporting.		
<p><u>Hiring Grants:</u> FAST, AHEAD, and UHP Department Initial Reports are submitted to the COPS Office within 45 days of receipt.</p> <p>Hiring grants awarded after November 2003 - See Comments</p>	<p>All of the following are necessary to verify compliance:</p> <ul style="list-style-type: none"> · Department Initial Report completed accurately. · Department Initial Report submitted on time. · Department Initial Report received by the COPS Office. 	<p>The Department Initial Report is required only if a Hiring grant is awarded for the first time. This report applies to Hiring grants only (with the exception of the CIS program).</p> <p>Grantees receiving grants after November 2003 will no longer be required to submit an Initial Report.</p>
<p><u>Hiring Grants:</u> Department Annual Reports are submitted to the COPS Office in February of each year that the grant is active (with the exception of CIS, which may require less frequent submission).</p>	<p>All of the following are necessary to verify compliance:</p> <ul style="list-style-type: none"> · Department Annual Report completed accurately. · Department Annual Report submitted on time. · Department Annual Report received by the COPS Office, even if the grant has been in effect for only a portion of the reporting period. 	<p>Department Annual Reports are required until grant end date.</p>
<p><u>MORE Grants:</u> MORE Progress Reports are submitted to the COPS Office within 45 days of receipt.</p>	<p>All of the following are necessary to verify compliance:</p> <ul style="list-style-type: none"> · MORE Progress Report completed accurately. · MORE Progress Report submitted on time. · MORE Progress Report received by the COPS Office, even if civilian personnel are not hired or equipment is not purchased. 	<p>Only one progress report is required for MORE grants.</p>
<p><u>Hiring Grants:</u> Officer Progress Reports - See Comments</p>		<p>Beginning in December 1999, the Officer Progress Report is no longer required, due to incorporation of the questions into the COPS Count Surveys.</p>
<p><u>Hiring and MORE Grants:</u> Financial Status Reports are submitted to the COPS Office online within 45 days after the end of the calendar quarter.</p>	<p>All of the following are necessary to verify compliance:</p> <ul style="list-style-type: none"> · Financial Status Reports, SF-269A completed accurately. · Financial Status Reports, SF-269A, submitted on time. · Financial Status Reports, SF-269A, received by the COPS Office. 	<p>As of October 1, 2004, all COPS grantees are encouraged to submit SF-269As online.</p>



G. Training: CIS Grantees

GOAL: For the CIS program, sworn officers and school administrators receive the required SRO training.

Performance Standards	Performance Indicators	Comments
Refer to section V, page 52-53 for a complete explanation of Training.		
<u>COPS in Schools (CIS) Grants:</u> Each COPS-funded SRO and the school administrator representing the lead-partnering agency must attend one COPS-sponsored SRO training session.	The following will verify compliance: <ul style="list-style-type: none">· Evidence showing that the training was completed before the grant period ended.	CIS grantees are encouraged to meet the training requirement in the early stages of the grant period. Both the COPS-funded SRO(s) and school administrator are encouraged (but not required) to attend the training together.



H. Timesavings for Redeployment

GOAL: MORE Grant Program awards result in timesavings that are directly related to the redeployment of sworn officers who participate in community policing.

Performance Standards	Performance Indicators	Comments
Refer to section V, pages 52-56 for a complete explanation of Timesavings for Redeployment.		
<p><u>MORE Grants:</u> For the MORE 2001 and previous MORE programs, timesavings resulting from MORE grant award implementation is being tracked through a redeployment tracking plan.</p> <p>As of the MORE 2002 program, formal redeployment tracking is no longer required, but grantees must ensure that the timesavings resulting from the grant project is resulting in the initiation or enhancement of community policing (see Community Policing performance standards and indicators).</p>	<p>Documented tracking plans developed by MORE 2001 and earlier grantees show how timesavings will be tracked for each item, system or group of like items awarded. One or more of the following may be used to verify compliance:</p> <ul style="list-style-type: none"> · Work-study plans. · Studies using sampling techniques. · Directly tracking hours. · Acceptable cost accounting methods. · Any reasonable time estimation technique. 	<p>No single tracking method can cover all situations and all jurisdictions. Each jurisdiction varies in size and each situation varies in complexity.</p> <p>Actual tracking, pursuant to the plan, will begin after equipment is fully implemented as contained in the plan. Tracking must continue for at least one full year from the date that the technology or equipment is implemented and declared fully operational. This time is necessary for the agency to achieve the total timesavings benefit identified. For MORE civilian awards, tracking should begin when civilian personnel realize maximum timesavings and should continue for at least one full year from that date.</p> <p>These plans should include a statement explaining how time is being saved, the method used to track timesavings (estimation, direct tracking sample, study, etc.), the hours to complete the activity before and after equipment or technology or civilian personnel are implemented, and a short description of enhanced community policing activities resulting from the timesavings.</p>



Performance Standards	Performance Indicators	Comments
Refer to section V, pages 53-56 for a complete explanation of Timesavings for Redeployment.		
<p><u>MORE Grants:</u> Time is saved as a result of equipment, technology, overtime (funded only to MORE '95 grant recipients), or civilians awarded under the MORE Program.</p>	<p>One or more of the following may verify compliance:</p> <ul style="list-style-type: none"> · For MORE 2001 and previous grantees, redeployment tracking plans maintained by grantees that support time saved as a result of MORE grant awards. · Redeployment tracking documentation that supports time saved as a result of MORE grant awards. In absence of a formal tracking mechanism, MORE 2002 grantees should be able to show enhanced community policing activities or a direct result of the timesavings achieved with the completion of the MORE 2002 grant award. 	<p>For MORE 2001 and previous grantees, tracking a project's timesavings is required once the equipment is fully implemented.</p> <p>Once timesavings has been tracked and a determination can be made about the actual total hours saved, a redeployment tracking worksheet summarizing results of FTEs saved should be submitted with progress reports, effective January 1999.</p> <p>MORE renewals require evidence of continued, but not additional redeployment.</p>
<p><u>MORE Grants:</u> As a result of time saved, grantees demonstrated enhanced community policing activities.</p>	<p>Documentation kept by local law enforcement agency showing that time saved as a result of equipment, technology, overtime (funded only to MORE '95 grant recipients), or civilians (MORE 2000 funded civilian support resources only) awarded results in additional community policing activity.</p>	<p>Grantees are required to identify the community policing activities that have been initiated or enhanced as a result of time saved under the MORE grant. Grantees do not need to show every hour of timesavings committed to a specific community policing activity.</p>

Grant Monitoring Standards and Guidelines for Hiring and Redeployment

Appendix A: Glossary of Terms



Appendix A: Glossary of Terms

Actual/Projected Level of Redeployment

Refers to the number of Full-Time Equivalent (FTE) officers that a grantee projects it will deploy as a result of timesavings achieved through the purchase of equipment and technology or hiring of civilians. (See definition of "Required Level of Redeployment" for comparison.)

Allowable Costs

The Hiring programs provide for salaries and approved fringe benefits for three years for sworn entry-level, lateral-transfer, or rehired officers. Only entry-level salary and approved fringe benefit costs are allowable under the grant. Overtime, training (other than salary and benefits paid during training), weapons, communication equipment, uniforms, vehicles and indirect costs are not allowable costs. The COPS budget memorandum itemizes what costs are allowable for a specific grantee's award.

The MORE program (civilians) provides for the salaries and approved fringe benefits for the duration of the grant period, including through the renewal period if applicable, for civilian hires who perform support and administrative services, resulting in timesavings for officers who are then redeployed to community policing activities. The MORE program (equipment and technology) funds approved purchases that contribute to timesavings for the officers who are then redeployed to community policing activities. Overtime costs for sworn officers engaging in community policing activities were also allowable under the MORE '95 Program. The Memorandum of Recommended and Estimated Funding and the COPS budget memorandum specify what costs are allowable under the MORE grants.

Authorized Officials

The authorized officials are the law enforcement and government executives who have ultimate and final responsibility for all programmatic and financial decisions regarding the grant as representatives of the legal grantee.

Baseline Level

The "baseline" is the level of State, local, or Bureau of Indian Affairs (BIA) funding for sworn personnel (if a Hiring grant) or for civilians or equipment and technology (if a MORE grant), as well as number of sworn officers, which would exist in the absence of the COPS grant funds. To comply with the nonsupplanting requirement, the grantee must use COPS grant funding to increase (supplement) the



baseline at all times during the grant period. Reductions in the State, local, or BIA-funded baseline must be justified by the grantee as unrelated to the receipt of COPS grant funding.

Community Policing

Community policing is a policing philosophy that promotes and supports organizational strategies to address the causes, and reduce the fear, of crime and social disorder through problem-solving tactics and community-police partnership.

COPS in Schools (CIS) School Resource Officer (SRO).

The COPS in Schools Grant Program provides an incentive for law enforcement agencies to build working relationships with schools to use community policing efforts to combat school violence. The CIS grant program allows for the hiring of new, additional sworn officers at entry-level salaries to serve as School Resource Officers, over and above the number of sworn officers that an agency would fund with State, local or BIA funds in the absence of the grant (including other School Resource Officers). Please note that your agency may choose to deploy an equal number of veteran locally-funded officers into the schools to fulfill this requirement, while using the COPS grant funds to hire new, additional officers to "backfill" the resulting vacancy.

COPS Office

The Office of Community Oriented Policing Services (COPS) is the "grantor agency" for the grantee's COPS grants. The COPS Office is directly responsible for programmatically administering and monitoring the grant for the entire grant period.

FTE

Full-Time Equivalent Officers. The COPS standard of one FTE is 228 shifts x eight hours (per shift), or 1,824 hours per year.

Grant Award Period

The grant award period runs from the official Award Start Date, which may be found on the Award Document, for 36 months if a Hiring grant, or for 12 months if a MORE grant. If a grantee obtains a no-cost extension to the grant award period so that it may complete the required programmatic requirements, the official grant award period is extended until the end date of the no-cost extension.



Grant Number

This number, which is located on the official Award Document, uniquely identifies each grant, and is presented in different formats depending on the grant program type and population the agency serves. The grant number contains 12 alpha-numeric characters arranged as shown below. Prior to FY1999, the grant number only contained eight characters.

The first four characters represent the fiscal year the grant was awarded (e.g., FY2001). The fifth and sixth characters represent the funding code and population (served by the agency) of the program represented (e.g., "UM" which signifies a UHP grant for an agency serving a population of less than 150,000). The next two characters will always be "WX", which represent a COPS Office identifier. The last four characters represent the order in which the grant was awarded by the COPS Office (e.g., the last four digits of the first grant awarded in FY2001 would be "0001," the second grant awarded would be "0002," etc.)

Using the definition above, a UHP grant which was awarded to an agency serving a population of less than 150,000 and which was the 56th grant awarded by the COPS Office in FY2001, would be assigned the number "2001UMWX0056." If the grant were a cooperative agreement, it would be assigned the number "2001UMWXK056."

Hiring Grant Funding Period

The Hiring grant funding period begins the day a COPS-funded officer position is filled and ends when the specific position has been filled and funded for 36 months through COPS funds and the grantee's local match. The COPS Office recognizes that grantees awarded multiple officer positions may fill these positions at different times and that there may be interruptions because of these positions becoming vacant. Therefore, it is possible that a grantee will experience a separate Hiring grant funding period for each officer position (if hired on different dates or vacated for different periods of time during the 36-month funding period) and that the 36 months of funding may require more than three years to complete. To compensate for such delays, the COPS Office offers no-cost grant extensions, which are approved on a case-by-case basis. (The COPS Office will measure successful retention as retention for one full local budget cycle following the conclusion of the Hiring grant funding period for each position, which similarly may result in different retention periods for different officer positions under the same grant.)



Lateral Transferred Officer

A "lateral transfer" is an additional experienced law enforcement officer that a COPS grantee newly hires from another law enforcement agency to fill a COPS grant position. As with all grant officers, lateral transfers must be hired by the COPS grantee after the official COPS grant award date or hiring authorization date if earlier (see Appendix C). COPS Hiring grant funding is limited to entry-level salary and benefits, even if the lateral transfer is paid at a higher level based on experience; grantees instead may supplement the officer's salary with local funds in addition to the required local match.

Matching Funds

Under AHEAD, FAST, UHP and MORE, the grantee is required to match, in cash, a portion of the allowable costs of the program, project, or activity as funded by the COPS program. Grant awards may cover up to 75% of the costs as outlined in the budget submission, and the grantee must contribute at least 25% unless a waiver is obtained. The CIS Grant Program has no local match requirement up to a maximum award amount of \$125,000 for entry-level salary and benefits. Any costs over the maximum award must be paid by local or State funding.

Obligation of Funds

Obligation means a legal liability to pay determinable sums for services or goods incurred during the grant period. Federal funds are considered "obligated" when the Director of the COPS Office, or his designated official, signs the grant award document. Funds are reserved against the grant until the grantee receives payment for all allowable expenses incurred and reported, or until the grant expires.

The Public Safety Partnership and Community Policing Act of 1994

The COPS Office is charged with fulfilling the mandates of this law. The purposes of the law are to: substantially increase the number of law enforcement officers interacting with members of the community; provide additional and more effective training to law enforcement officers to enhance their problem-solving, service and other skills needed when interacting with members of the community; encourage the development and implementation of innovative programs to permit members of the community to assist law enforcement agencies in the prevention of crime; and encourage the development of new technologies to assist law enforcement agencies in reorienting the emphasis of their activities from reacting to crime to preventing crime.

**Realized Redeployment**

Refers to the number of redeployed full-time equivalents (FTEs) that a department achieves over the course of one year after the awarded equipment/technology has been fully implemented or the civilians have been hired.

Redeployment

Redeployment is defined as when sworn officers, currently employed by the grantee's law enforcement agency, become available to participate in enhanced community policing as a direct result of the timesavings resulting from the purchase and use of technology or equipment or the hiring of civilian support personnel.

Redeployment Tracking

The process by which COPS MORE 2001 and previous MORE grantees measure the time saved as a direct result of the funded technology, equipment, and/or civilian support personnel. The tracking process must also ensure that sworn officers are redeployed into community policing as a result of the realized timesavings. (Redeployment tracking does not apply to MORE 2002 and later MORE grantees, although they must still agree that the timesavings resulting from the grant project will result in the initiation or enhancement of community policing through officer redeployment.)

Redeployment Tracking Plan

A written document that describes how a COPS MORE 2001, and previous MORE grantee, administers redeployment tracking. The plan must describe how time is being saved as a result of the COPS-funded technology, equipment, and/or civilian support personnel, disclose the methodology for measuring the timesavings, and describe how the timesavings for sworn officers enhances community policing activities. (Redeployment tracking plans are not required for MORE 2002 and later MORE grantees, although they must still ensure that officers are redeployed to initiate or enhance community policing as a result of the timesavings resulting from the MORE project.)

Reduction in Baseline Funding in Sworn Personnel

If the baseline funding as well as baseline numbers decreases during the grant period, as a result of a reduction in State, local, or BIA funding, the grantee must prove that the reduction is (or was) unrelated to the receipt of COPS funding to demonstrate compliance with the nonsupplanting requirement. Grantees are prohibited from reducing their baseline funding as a direct result of receiving COPS grant funds.



Rehired Officer

A "rehired officer" is an officer who was (or is about to be) laid off for financial reasons unrelated to the COPS grant and is rehired with COPS grant funds after the official COPS grant award date. If the officer was (or will be) laid off after the grant award start date, the COPS grantee should obtain written authorization from the COPS Office to use COPS grant funds to rehire a laid off officer.

Required Level of Redeployment

In this document the required level of redeployment is used generically, referring to the level of redeployment grantees must reach to comply with their grant terms and conditions. MORE '96, '98, 2000, and 2001 grantees are required to meet the "Required Level of Redeployment" stated on their grant award document. MORE '95 grantees are required to meet what was termed the "projected/actual level of redeployment" that they projected on their application and appears on their grant award document. [MORE 2002 and any later grantees are not required to track redeployment.] Please see below for more information. It is important to note that grantees generally will not be able to reach their required level of redeployment until the project has been fully operational for 12 months. For example, after six months of full operation, a grantee would likely have achieved only half the required number of redeployed FTEs (full time equivalents). The COPS Office will measure successful retention as retention for one full local budget cycle after the required level of redeployment has been met.

a) MORE '96, '98, '00 and '01: These MORE grant programs used the term "Required Level of Redeployment" to refer to the number of FTEs that a grantee must redeploy as a result of timesavings achieved through the purchase of equipment and technology or the hiring of civilians (MORE 2000 funded civilian support resources only) in order to meet the conditions of the grant under the MORE '96, '98 and 2000 programs. This number is based on the calculation of up to 75% of the total project cost of items awarded divided by 75% of the cost of an officer up to \$25,000.

Example: The Marysville Police Department would like to be awarded funding for 20 laptop computers. The total cost of these laptops is \$100,000. The department can request up to 75% of the cost of the item (\$75,000). To calculate the "Required Level of Redeployment," the COPS Office divides 75% of the total cost of the item by 75% of the cost of an officer's salary for one year up to \$25,000. Officers at this department make \$40,000 per year. 75% of 40,000 goes over the \$25,000 cap, so COPS uses the \$25,000 figure. The formula used to calculate the department's "Required Level of Redeployment" is as follows:



$75,000/25,000 = 3.0$ FTEs. ("Required Level of Redeployment")
Therefore, the grantee would reach the required level of redeployment when the equivalent of 3.0 FTEs has been redeployed.

- b) MORE '95:** The MORE '95 Grant Program used the term "projected/actual level of redeployment" to refer to the number of FTEs a grantee projected that they will redeploy as a result of timesavings achieved through the purchase of equipment and technology or the hiring of civilians. Under the MORE '95 program, grantees are required to achieve the "Actual Level of Redeployment" to meet the conditions of the grant.

This number is calculated by multiplying the number of hours that are projected to be saved by the number of officers who will realize timesavings and the number of shifts each of these officers will work in a year. This is divided by the COPS standard of 1,824 hours per year for one FTE. It should be noted that grantees may use different variations of this formula to calculate their estimated timesavings as long as they use the COPS 1,824 hours standard for one FTE.

Example: The Marysville Police Department estimates that by using laptop computers to write their reports in the field, each of the officers in the department will be able to save 1 hour per shift. There are 30 officers in the department who will realize this timesavings. The formula used to calculate the department's "Actual Level of Redeployment" is as follows:

$1 \text{ hour} \times 30 \text{ officers} \times 228 \text{ shifts (COPS standard)} = 6,840 \text{ hours}$
 $6,840 / 1,824 \text{ (COPS standard)} = 3.8 \text{ FTEs. ("Actual Level of Redeployment")}$

Therefore, the grantee would reach the required level of redeployment when the equivalent of 3.8 FTEs has been redeployed.

- c) MORE 2002 and later MORE programs:** MORE 2002 (and any later) grantees are not required to track redeployment, although they must still ensure that officers are redeployed to initiate or enhance community policing as a result of the timesavings resulting from the MORE project.

Supplanting

For the purpose of a COPS grant, supplanting means replacing State, local, or Bureau of Indian Affairs funds, which otherwise would have been spent on the specific law enforcement purposes of the COPS grant (i.e., hiring sworn officers; hiring civilians; purchasing equipment



or technology), with Federal COPS funds. A grantee is prohibited from supplanting throughout the grant period, which means that a grantee may not use COPS funds to pay for any personnel, civilians or officers, or any technology and equipment that otherwise would have been employed, purchased, or made available with State or local funds in the absence of the COPS Program. COPS funds must be used, instead, to supplement a grantee's law enforcement budget for these purposes.

Supplemental Grant Award (UHP)

Prior to January 1, 2001, agencies that received multiple UHP grant awards kept the same grant number for each new award. The awards were distinguished using a Supplemental numbering system (i.e., UHP Supplement 1, Supplement 2). Each Supplement was a new grant for additional officer positions with its own start and end date. Grantees were required to complete only one set of Program Progress Reports and Financial Status Reports for both the original grant award and any supplemental awards. As of January 1, 2001, the COPS Office discontinued the use of Supplemental Grant Awards and all UHP grants awarded on or after that date now receive a unique grant number.

Support Services

Support services are those services provided by non-sworn personnel, including civilians, funded under the COPS MORE Programs. The hiring of these personnel must result in the redeployment of sworn officers into community policing.

Sworn Career Law Enforcement Officer

A sworn career law enforcement officer is an officer, hired on a permanent basis, who is authorized by law or by a State or local public agency, to engage in, or supervise, the prevention, detection or investigation of violations of criminal law.

Threshold Review Date

The COPS Office first measures a Hiring grantee's baseline as of a threshold review date (standard for each program), plus any State, local, or Bureau of Indian Affairs (BIA) funding added for additional sworn officer positions after the threshold review date (see page 70) during the grant period. A MORE grantee's baseline is measured as of a threshold review date, plus any State, local, or BIA funding added for additional civilian positions or equipment and technology. The baseline therefore may increase during the grant period if additional State, local, or BIA funding is budgeted for the object of the grant award (see Appendix C for grant threshold review dates). Reductions in the baseline after the threshold review date may be indications of supplanting (see Chapter V, Section F.)



Tracking Timesavings/Redeployment

MORE '95, '96, '98, '00 and '01

Redeployment tracking plans must include a statement explaining how time is being saved, as well as an explanation of the tracking method used. Also, plans should include the method used to track timesavings (estimation, direct tracking sample, study, etc.), the hours to complete the activity before and after the equipment or technology is implemented or civilian hired, and a short description of enhanced community policing activities resulting from the timesavings. Finally, the plan should have an explanation of how the time saved through this grant will allow the agency to enhance its community policing efforts.

Once fully operational, and timesavings has been tracked, a determination can be made about the actual total hours saved. Examples of timesaving calculations are provided at Appendix D.

To demonstrate compliance in reaching required levels of redeployment, grantees must demonstrate satisfactory progress in implementing their COPS MORE grants. Delays in grant implementation may result in a finding of noncompliance (and possibly termination of the grant award) if grantees are unable to document satisfactory progress in implementing the grant program (e.g., by documenting the time line of a lengthy procurement process).

MORE 2002 and later MORE programs

There is no tracking requirement for the MORE 2002 grant and later MORE grants, although they must still ensure that officers are redeployed to initiate or enhance community policing as a result of the timesavings resulting from the MORE project.

