

U.S. Department of Justice
Office of Justice Programs
Office of the Police Corps and Law Enforcement Education

The Police Corps

A Report to the President,
the Attorney General and
the Congress



April 2000

PROPERTY OF
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The Police Corps

April 2000 Annual Report

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EXECUTIVE SUMMARY

The Police Corps experienced significant growth during Calendar Year 1999. With the addition of Idaho, Minnesota, and Wisconsin, 26 states (including the Virgin Islands) now participate in the Police Corps program. Additional states are exploring participation.

As awareness of the program continues to increase, so does interest and involvement on the part of students and state and local law enforcement agencies. As of December 31, 1999, there were 231 Police Corps graduates serving on community patrol in areas of great social need. It is anticipated that this number will grow to approximately 450 by the end of Calendar Year 2000. Based on reports from the executives of the law enforcement agencies hiring these graduates, it is evident that they are making a significant contribution to public safety in the communities they serve.

At the end of Calendar Year 1999, there were 203 participants in college or completing Police Corps training. This number is estimated to increase to 400 by December 2000.

As successful as this first full year of Police Corps operations at the Office of Justice Programs has been, our ongoing efforts will ensure even more significant gains in the future. These efforts include:

- Continued use of Interagency Agreements with the participating states to streamline the payment process, move the program closer to the students and hiring agencies, and focus the Federal role on leadership and technical assistance. The Interagency Agreements include a modest implementation services payment to help defray the costs associated with outreach, recruiting, and administration.
- Continued development of a multi-page Web environment, including an interactive map with state contact information for participating states.

- Further assistance to the states to identify the most successful strategies for recruiting college students to public service through a career in law enforcement. The Office of the Police Corps and Law Enforcement Education will engage in nationwide recruitment efforts.
- Continued collaboration with national law enforcement organizations and associations of police and college educators and trainers.
- Continued efforts to ensure that Police Corps training remains dynamic and futuristic with a continued emphasis on the social context of crime, communication, and problem-solving skills in multicultural settings, leadership, and ethics. Police Corps training promotes skill development in the areas of disengagement and weaponless arrest and control tactics, and goes beyond legal considerations in the use of force to considerations of moral and ethical dimensions.

The goal of the Police Corps is to raise the bar on the education and training of America's law enforcement officers. The Police Corps places highly educated and well-trained police officers in areas of our nation experiencing great social need. These officers are advocates of social justice, who are trained to work with communities to identify positive solutions to vexing issues. The Police Corps trains the high caliber of officers our neighborhoods and communities deserve - officers who will not be easily frustrated or deterred by the seeming intransigence of the human needs they face each day.

The Office of the Police Corps and Law Enforcement Education looks forward to continuing support from Congress as we work with our state and local partners to develop law enforcement leaders for the 21st Century.

The Police Corps

Annual Report

April 2000

In Calendar Year 1999, its third full year of operations, the Police Corps made steady progress on all key aspects of the program: the effectiveness of recruiting, the breadth and scope of Police Corps training, the level of consultation within and among participating states, and the responsiveness of the Federal Office of the Police Corps and Law Enforcement Education to emerging issues and needs. The result has been an increase in the number of participating states and law enforcement agencies, an increase in the number of undergraduate participants preparing for their service, a near-doubling in the number of Police Corps officers serving on patrol, and broader awareness of and interest in the program nationwide. This annual report summarizes the accomplishments and challenges of the past year and the outlook for the year to come.

BACKGROUND

The Police Corps was authorized in 1994 to address violent crime and disorder by increasing the number of patrol officers with advanced education and training serving in areas with the greatest need for police. Typically, Police Corps officers serve in low-income, high-crime areas or isolated rural areas.

The program has three central components:

First, the Police Corps provides scholarships on a competitive basis to students who agree to earn their bachelor's degrees, complete approved Police Corps training, and then serve for four years as patrol officers with law enforcement agencies in areas of great need.

Second, the Police Corps provides funds to regional or state training facilities to develop and provide 16 to 24 weeks of rigorous residential Police Corps training intended to encompass, but go beyond existing state-approved basic training in depth and scope.

Finally, the Federal government provides local and state agencies that hire Police Corps officers \$10,000 a year for each of an officer's first four years of service.

The Police Corps is open to students of all races, ethnic backgrounds, and academic majors. Students may attend college in any state. Family income and resources are not considered. Undergraduates must attend college fulltime. The program is open to states that submit a state plan approved by the Office of the Police Corps and Law Enforcement Education, Office of Justice Programs, U.S. Department of Justice ("Office of the Police Corps"). State plans are submitted by the "lead agency" designated by the Governor.

Plans are to be developed and implemented in consultation with interested chiefs and sheriffs, representatives of police labor organizations, outstanding rank and file officers, state Peace Officer Standards and Training (POST) agencies, and others, including community representatives.

As of 1999, the Police Corps is administered through Interagency Agreements between the Office of the Police Corps and participating states and eligible territories (“states” hereinafter will include U.S. territories). The Police Corps covers the costs of educational assistance to participants, payments to police agencies, and Police Corps training. In addition, the state lead agency receives a modest payment that may be used, among other things, to help defray the costs of recruiting student participants and processing payments. The Police Corps does not require either a state or local match for appropriate budget items.

LEGISLATIVE AND ADMINISTRATIVE HISTORY IN BRIEF

Legislation to establish the Police Corps was first introduced in Congress in 1989. In 1994, the Police Corps Act was incorporated into the Violent Crime Control and Law Enforcement Act and became law (42 U.S.C. §§ 14091 *et seq.*). Funding first became available in 1996, when Congress appropriated \$10 million for the Police Corps. In 1998, the Police Corps Act was amended to give participating states the option of adding up to 8 weeks to the minimum of 16 weeks of Federally funded Police Corps training. The amendment also extended the authorization of appropriations. Congress appropriated \$30 million for the Police Corps for Fiscal Year 1999 and \$30 million for Fiscal Year 2000.

The Police Corps Act created the Office of the Police Corps, which the Department of Justice initially placed within the Office of Community Oriented Policing Services (“the

COPS Office”). The COPS Office hired the first fulltime staff member for the Police Corps – a program director – in September 1996. A program specialist was hired in 1997.

In December 1998, the Police Corps was transferred to the Office of Justice Programs. The move to OJP from COPS increased the authorized staffing for the Office of the Police Corps from three to the current seven positions. In June 1999, Jeff Allison became the first fulltime Director of the Office of the Police Corps. This report reflects the accomplishments of the Police Corps during its first full year at OJP, calendar 1999.

Regulations for the Police Corps were first published in interim form in September 1996. These rules became final in December 1996. In June 1999, in response to suggestions from participating states, an interim final rule was published to accelerate the reimbursement of educational expenses to serving Police Corps officers. In response to the needs of trainee-officers with young children, the interim final rule, which became final in February 2000, also made possible certain advance payments to participants during training.

PARTICIPATION

Participation by the states

As of December 31, 1999, 26 states participate in the Police Corps. (See Appendix A and B). In April 1999, invitations to submit state plans were sent to the Governors of non-participating states.¹ As a result, Idaho and Wisconsin were approved to join the program in July 1999. Minnesota was approved to participate in the program in late Fall 1999.

¹ New Mexico withdrew from the program in February 1999. The state’s lottery scholarship program provides educational assistance similar to that of the Police Corps, without a service obligation.

Three additional state plans remain under evaluation at this time. The Commonwealth of Virginia recently indicated its intent to submit a state plan by June 2000. A new invitation to submit state plans may result in approval of additional states in June 2000.

State plans are submitted annually by lead agencies designated by state governors. (The lead agencies are listed in Appendix B). In general, interested states must demonstrate a broad understanding of and commitment to the goals of the program, as well as the capacity to satisfy the special consultation, outreach, and training requirements of the Police Corps.

State plans are approved for specific numbers of participants. Federal funds are based on the number of approved participants and cover three major types of expenses: educational assistance for college, costs of the 16 to 24 weeks of rigorous residential training, and annual payments to participating police departments and sheriffs' offices. As shown in Appendix C, the majority of Federal funds go to training costs and payments to local police departments, sheriffs' offices, and state police agencies. The remainder goes to universities, colleges, and serving Police Corps officers as educational assistance.

States in the
Police Corps
(as of December 1999)

Arkansas
Colorado
Connecticut
Florida
Georgia
Idaho
Illinois
Indiana
Kentucky
Maryland
Massachusetts
Michigan
Minnesota
Mississippi
Missouri
Nevada
North Carolina
Ohio
Oklahoma
Oregon
South Carolina
Texas
Utah
Washington
Wisconsin
Virgin Islands

Participants authorized and selected to date

Admission to the Police Corps is competitive and takes place in the first instance at the state level. States must make special efforts to encourage applications from members of all racial, ethnic, and gender groups. Depending on the state plan, participants are selected during their freshman, sophomore, junior or senior years of college, or as recent graduates. Since participants do not begin their four years of required service as patrol officers until they complete both their bachelors' degrees and Police Corps training, the structure of the state plan and the state selection process determine the length of time between the acceptance of a college student as a participant and the start of his or her service as a Police Corps officer.

Students apply to the participating state in which they wish to serve, regardless of the state in which they attend college. Applicants must then be evaluated against competitive selection standards set by the state Police Corps in accordance with Federal rules and guidelines. Applicants are tested by the state Police Corps for physical and psychological fitness to serve. Statewide selection standards and tests are to be demanding and uniform for all applicants. The expectation is that they will be broad and at least as demanding as the most rigorous hiring standards utilized by law enforcement agencies within the state.

Once applicants are evaluated at the state level, top-ranked applicants are reviewed by interested, eligible agencies for a tentative assignment. Prospective agencies evaluate each applicant according to their own hiring standards. In essence, Police Corps participants must satisfy two distinct sets of standards – the selection standards for admission to the Police Corps program and the hiring standards of the agency with which they intend to serve.

As of December 31, 1999, the 26 participating states have been authorized to recruit and select a total of 1,591 Police Corps participants. (See Appendix A and D). Of these, 584 participant positions were approved in 1999 to be filled by October 1, 2000.²

As of December 1999, a total of 434 men and women participated in the program. Of the total number of participants, 169 were attending college as undergraduates, 34 participants were in Police Corps training, and 231 Police Corps participants had completed their undergraduate degrees and Police Corps training and begun their service as Police Corps officers. (See Appendix E). Police Corps officers are on the streets in Kentucky, Maryland, Michigan, Mississippi, Missouri, North Carolina, Oregon, South Carolina, and Utah. In accordance with the Police Corps Act, these Police Corps officers serve primarily in low-income urban areas and isolated rural areas. They now serve with 120 local police departments, 17 sheriffs' offices, and 12 state police agencies. Feedback on their abilities and performance has been excellent.

At the close of 1999, 20 percent of the Police Corps participants in college were female and 15 percent identified themselves as a member of a racial or ethnic minority. Of those serving as Police Corps officers, 12 percent were female and 11 percent identified themselves as a member of a racial or ethnic minority. Together, Police Corps participants represent over 250 colleges and universities around the nation. In addition to the colleges and universities in Police Corps states, participants have attended institutions of higher education in Alabama, Arizona, California, New Jersey, New York, Pennsylvania, Rhode Island, and West Virginia.

² Twenty-seven state plans were submitted in 1999. Together, they requested an additional 689 participant slots. Twenty-four state plans were approved in July 1999, for a total of 584 new positions. Three plans remain under evaluation.

A number of the authorized participant slots for the Police Corps remain unfilled. The Office of the Police Corps and participating states are attempting to address the following barriers to recruiting the best possible candidates:

- A robust economy producing highly competitive job options for college graduates.
- The wide availability of financial assistance for higher education from competitive public service entities.
- Confidence in the criminal justice system is not high in many communities, making a career in law enforcement less preferable than other options.

**Scholarships for dependent children
of officers killed in the line of duty**

If an officer is killed in the line of duty after a state joins the Police Corps, the officer's dependent children are eligible for Police Corps scholarships. An eligible dependent may receive up to a total of \$30,000 for undergraduate study at any accredited institution of higher education in the United States. Dependent children incur no service or repayment obligation. The application process is noncompetitive.

To date, the Office of the Police Corps has provided scholarships to 60 dependents of fallen officers from Arkansas, Connecticut, Indiana, Kentucky, Maryland, Nevada, North Carolina, and Oregon.

HIGHLIGHTS OF 1999

Calendar Year 1999 saw an increase in the number of participating Police Corps states and law enforcement agencies, an increase in the number of undergraduate participants preparing for their service, and a near doubling in the number of Police Corps officers serving on patrol. During 1999, the Police Corps also made steady improvements in outreach and recruiting, the breadth and scope of Police Corps training, the level of consultation within and among participating states, and the responsiveness of the Office of the Police Corps and Law Enforcement Education, Office of Justice Programs, to emerging issues and needs.

ON THE BEAT

Police Corps officers on the beat almost double

Police Corps participants begin their 4 years of required service once they successfully complete both their bachelors' degrees and 16 to 24 weeks of Police Corps training. As a result, the number of Police Corps officers on the street in the early years of a state program is largely determined by whether the state chooses to recruit college freshmen, sophomore, juniors, or seniors. As the number of more-established programs grows, so will the proportion of participants actively serving on the street. The number of serving Police Corps officers almost doubled during 1999. We anticipate a second doubling during 2000.

"We were impressed with what we got ... we will hold off hiring until new Police Corps recruits are available."

Grand Traverse County (MI) Sheriff's Department

OUTREACH

Federal office initiated special assistance with outreach and recruitment

Effective outreach to college students is vital to a successful Police Corps program. The Police Corps Act has been interpreted to restrict the Office of the Police Corps from handling state expenses for outreach and selection as it now handles state training expenses, that is, to preclude it from making payments on the basis of approved state budgets for expenses directly associated with outreach and selection. In previous program years, participating states have reported that outreach was severely hampered by this lack of Federal funding for recruitment efforts, particularly in light of the specific outreach and selection requirements set forth in the Police Corps Act. The lack of available Federal funding for state-level administrative costs, according to participating states, only exacerbated the problem.

In response to the continuing need for recruitment assistance, during 1999, the Office of the Police Corps took several significant steps to ease the burden on the states.

First, under a new Interagency Agreement system implemented in 1999 and described further below, states receive a modest payment in return for their services in payment processing. This payment, which starts at \$40,000 per year for newly participating states, can be used to help defray the costs of outreach and recruiting, as well as administrative costs.

Second, the Office of the Police Corps created a multi-page Web environment on the OJP Web site (<http://www.ojp.usdoj.gov/opclee/>). Among other things, the site includes an interactive map with state contact information for participating states. The Office of the Police Corps also has submitted the site addresses of state

Police Corps Web sites to various search engines to make them more visible to students searching the Internet.

Third, the Office of the Police Corps began to function as an informal clearinghouse to share successful and relatively inexpensive recruitment strategies among participating states. The clearinghouse function takes place through e-mails and mailings, and the provision of travel funds for staff from various states to meet to share strategies and ideas. Travel funds were made available for the first time in September 1999.

Fourth, the Office of the Police Corps initiated ongoing communication with a wide range of national organizations, including the International Association of Directors of Law Enforcement Standards and Training, the National Sheriffs' Association, the National Troopers' Coalition, the National Organization of Black Law Enforcement Executives, the National Latino Peace Officers' Association, the National Asian Peace Officers' Association, the National Center for Women & Policing, the National Association of Women Law Enforcement Executives, and the National Governors' Association. In conjunction with these efforts, the Office of the Police Corps has worked closely with OJP's Office for American Indian and Alaska Native Affairs. All of these organizations, together with state lead agencies, Police Corps training directors, and participating law enforcement agencies, receive the Director's *Corps Communication*, a written update distributed several times a year.

Fifth, the Office of the Police Corps developed a one-page, full-color display advertisement suitable for national publications. (See Appendix F). A version of the advertisement was published in the January/February 2000 issue of the Southern Christian Leadership Conference National Magazine.

Most recently, in April 2000, the Office of the Police Corps held a two-day national conference which focused specifically on the challenges of recruiting. Outreach to women and racial/ethnic minorities received special emphasis.

Police Corps Web Sites		as of December 1999
USDOJ		www.ojp.usdoj.gov/opclee
Arkansas		www.ualr.edu/~cjdept/polcorps.html
Connecticut		www.opm.state.ct.us/pdpd1/grants/policorp.htm
Florida		www.floridapolicecorps.com
Georgia		www.state.ga.us/gpstc/police_corps.html
Illinois		cait.wiu.edu/iletsb/policecorps/default.html
Maryland		www.policecorps.com
Mississippi		www.mississippipolicecorps.org
Missouri		www.mac.cc.mo.us/police/corps.htm
North Carolina		www.nccrimecontrol.org/less/lesschol.htm
Oklahoma		www.dps.state.ok.us/cleet/polcorp.htm
Oregon		www.oregonpolicecorps.com
South Carolina		www.citadel.edu/scpolicecorps
Texas		isadore.tsl.state.tx.us/tx/TCLEOSE/pcorps.html
Utah		www.policecorps.state.ut.us
Washington		www.wa.gov/cjt/policecorps.html
Wisconsin		oja.state.wi.us

States expanded their range of outreach strategies

Experience to date with the more established programs shows that while fairly simple actions can begin to get the word out about the opportunities of Police Corps to college students, personal contact, follow-up, and creativity are vital in today's employment environment. Recruiters need to make personal contact with prospective applicants. To be effective, they must reflect in their attitudes, appearance, and conduct – as well as in

their words – the goals and aspirations of the program and of law enforcement. Messages that stress the challenge and quality of the training and the potential for real service to the community seem more successful than those that focus first and foremost on the financial assistance.

In 1999, states have demonstrated resourcefulness in the face of limited recruiting resources. States have:

- Distributed short public service announcements to local and college radio stations. Placed effective Police Corps recruiters on radio talk shows;
- Distributed short text announcements to cable television stations that serve as community bulletin boards;
- Recruited at historically black colleges and universities, women's colleges, technical schools, and community sites;
- Worked to develop ongoing relationships with the local press; conducted interviews on local radio talk shows;
- Published articles in newspapers geared to minority communities; staffed booths at conferences for multicultural audiences;
- Recruited through career centers at college athletic departments;
- Worked closely with civic groups;
- Coordinated with Governor's advisors for military transition; and
- Streamlined the application process by incorporating a self-screening checklist for prospects on the state Police Corps Web site.

Several states have produced videos that stress respect for individual dignity, confidence, leadership, ethics, and teamwork. The videos emphasize the personal challenge of the program by showing trainees conquering confidence courses, high ropes courses, and handling high-risk situations in realistic hands-on training scenarios.

TRAINING

Police Corps training moved forward in breadth and realism

Training lies at the heart of the Police Corps program. Paid for by the Federal government, Police Corps training is intended to go well beyond traditional recruit training in depth, scope, and realism. Designed to develop the physical, moral, and analytical capabilities of trainees, Police Corps training places special emphasis on leadership, integrity, fitness, effective communication, understanding of social context, problem solving in multicultural settings, and commitment to the principles embodied in the Constitution, including respect for the dignity of all people.

To achieve these aims, Police Corps training emphasizes hands-on and scenario-based training approaches that accurately reflect the complex situations and challenges that confront patrol officers in communities hard hit by crime, poverty, and social disorder. Recruits routinely train in uniform, with gear similar to what they will use on patrol. Since patrol officers often face their most serious challenges at night and on weekends, significant training takes place at these times. Training in use-of-force emphasizes ethical and moral issues, as well as legal justification, and aims to equip each trainee with strong skills in communication, disengagement, and weaponless arrest and control tactics, as well as strong skills and sound judgement in the use of firearms and other weapons.

Since understanding the community is vital to good judgement, recruits go into the

"Both new officers are doing great and are at the top of their class. We are very impressed with their knowledge and performance."

Ann Arbor (MI) Police Department

community during training; work with community youth; hear from victims, community leaders, service agencies, and outstanding rank and file officers; and read books and articles on issues of community and social context. To develop skills and

judgement, recruits handle increasingly complex and realistic hands-on scenarios as training progresses. For states interested in such approaches, the Police Corps offers an ideal opportunity to develop, test and refine innovative basic training at minimal cost to the state.

"There are thousands of great cops in this state, but why not try to make them better? We are trying to produce [an] officer who has confidence, but who isn't cocky, one who can talk to people and treat people with respect."

Commander Ken Betterton
Director, Utah Police Corps
Deseret News, October 1999

All Police Corps training must be approved by the Office of the Police Corps, as well as the appropriate state agency or agencies. During 1999, the Office of the Police Corps expanded its assistance to states seeking to develop and implement approved Police Corps training. Among other things,

- In January 1999, the Office of the Police Corps convened its first meeting of state directors and state training directors. Training issues were high on the agenda. In April 1999, a second conference was held, with an exclusive focus on training.
- During 1999, the Office of the Police Corps made funds available to states for the specific purpose of meeting with and/or observing other participating states in training. This funding, along with the initiation of frequent national conferences, has promoted extensive networking among participating states, particularly around areas of recruitment and training.

- Beginning in 1999, the Office of the Police Corps arranged to have each Police Corps participant receive, at no expense to the state, a specially selected set of books on character, ethics, children and youth, and social context for personal use during Police Corps training and during his or her service as an officer.
- The Office of the Police Corps made training staff available to provide on-site technical assistance on training and instructor development (“train-the-trainer” sessions). This was in addition to monitoring site visits.
- During 1999, the Office of the Police Corps also inaugurated special training for training directors and prospective instructors on effective weaponless arrest and control tactics. The Police Officer Arrest and Control program focuses on the ethical and moral considerations in use of force, as well as legal considerations and techniques. Feedback has been positive; several Police Corps states are now

looking at this model for statewide law enforcement training, as are several of the local law enforcement agencies that hire Police Corps graduates.

Mission Statement

We, the staff of the Mississippi Police Corps, dedicate ourselves to developing community police officers of the highest caliber through selection, training, and education. Guided by a set of core values supportive of community policing principles, we are committed to training student officers to courteously and effectively interact with the public to reduce crime and its fear, improve the quality of life, and safeguard Constitutional guarantees, while winning and maintaining the public’s trust. We will carry out these responsibilities through an interactive training program that produces officers who are respectful, compassionate, ethical, physically fit, and tactically proficient.

*Mississippi Police Corps
1999*

The past year saw significant strides in Police Corps training in the states. For example, in early 1999, Mississippi’s first Police Corps training started off with a challenging immersion experience that taught and tested leadership and teamwork skills. Later, at the

close of the same training, Mississippi introduced an intense “crucible” practicum, in which for approximately 24 hours trainees acted as a mock police force, taking and handling a wide variety of calls, ranging from nuisance and community disputes to domestic violence scenes to a late-night bar brawl in which officers were taken hostage. Calls were dispatched by a professional dispatcher; scenarios were acted out by role players in realistic settings; trainees were equipped with patrol cars and were at all times in uniform, carrying firearms adapted for “simunition” bullets and all other standard equipment, including functional radios. Highly respected officers from participating agencies served as observers, evaluators, and safeties. The response from all involved – trainees, staff, evaluator-officers, and role-players was uniformly outstanding. Since then, several states, including Michigan, Missouri, and Utah, have adopted similar immersion experiences at the start and end of Police Corps training.

Police Corps training typically includes far more training hours than required by the minimum standards set by state Peace Officer Standards and Training (POST) boards. Michigan’s first Police Corps training, for example, nearly doubled the typical number of basic training hours. The additional time was used, among other things, to add firearms simulation training to range training, add a number of intense scenarios and practicums, introduce readings on social context from the Police Corps *Readings for Training Programs*, and bring in outside speakers who ordinarily would not be available in basic recruit training.

During 1999, states such as Kentucky, Maryland, Michigan, Mississippi, Missouri, Oregon, and Utah brought in speakers ranging from nationally known experts to local community members to discuss in depth such issues as ethics, the psychological costs of killing, racism and civil rights abuses by police (including

Core Values

- Honor
- Courage
- Commitment
- Pride
- Professionalism
- Respect
- Teamwork

*Utah Police Corps
1999*

historical perspectives from the 1950's and 1960's), community communications, and domestic violence from the perspective of victims. In Missouri, trainees heard from POST and FBI representatives involved in investigating officers who had violated their authority and office or violated the public trust. Speakers also addressed issues of social context. In Kentucky, both speakers and readings introduced trainees to the culture of Appalachia, in which a number of them would serve.

States also used the additional time available during Police Corps training to increase physical fitness training, to dramatically increase the hours devoted to arrest and control tactics and the ethical and moral considerations in the use of force, and to engage in confidence-testing and confidence-building activities, such as ropes courses and Outward-Bound style exercises. Utah used its ropes course throughout training as part of an overall emphasis on character and leadership development. Utah also conducted special training in analyzing and handling situations where shooting is occurring in a public place at the time the officer arrives on the scene.

"These [skills] are not used every day, they may not use them in their career, or they could use them their first day on the job as a patrol officer. These really aren't new tactics, but this is the first time they've been directed toward the [line] officer."

Mike Odle
Los Angeles Police Department SWAT Team
on "active gunman" training for Utah Police Corps cadets

To prepare trainees to work effectively with youth, Police Corps training programs initiated ongoing visits with community churches, including African-American churches; and initiated ongoing relationships with at-risk youth in residential programs, local Boys and Girls clubs, and participants in local Police Athletic League (PAL) groups. Maryland trainees, for example, partnered with PAL youth in a low-ropes course exercise. In 1999,

Utah's trainees received special training from the Big Brothers, Big Sisters of New York City Training Center on how to set up community mentoring programs for youth. Within a few months of graduation, one Police Corps officer already was well on his way to organizing a mentoring program in his jurisdiction.

"These recruits -- their training was tremendous. It was equivalent to the Michigan State Police Academy, which is the gold standard of police academies in the state."

Kevin Courtney
Director, Big Rapids (MI) Dept of Public Safety
On the first Michigan Police Corps class

These and other innovations in Police Corps training during 1999 generated significant interest among eligible police departments and sheriffs' offices. For example, within three weeks of the first Police Corps participants hitting the streets in Missouri, nine new agencies

contacted the Missouri Police Corps to find out how they could participate. Within a month, all three agencies that received the first Missouri Police Corps officers had requested more. In Utah, which only recently joined the program, the number of agencies requesting Police Corps officers already has increased by 50 percent – far more than the state currently can satisfy.

The increased interest in Police Corps training is no doubt due in part to the deliberate involvement of outstanding rank and file officers and representatives of police labor and management throughout the program. The potential contribution of rank and file officers is particularly significant for Police Corps training, where the aim is to prepare recruits for the daily challenges of the beat through hands-on training and realistic scenarios. Few people can speak more credibly about the realities of beat patrol, the skills that must be mastered, and the delicate balances that need to be struck, than a respected patrol officer just coming off a shift.

NOW be it therefore resolved that the National Troopers' Coalition,

COMMENDS the Congress for enacting and funding the Police Corps as a significant aid to law enforcement recruiting, education, training, and professionalism”

National Troopers' Coalition, 1999

In states such as Florida, Michigan, Mississippi, Missouri, Oregon, South Carolina, and Utah, officers, as well as law enforcement executives, act as advisors on training, assist in the development and implementation of realistic scenarios, act as residential counselors and mentors to trainees, and fill other roles. In at least two states, officials of state or local labor organizations hold fulltime positions as Police Corps training staff. In others, state and local labor organizations have been instrumental in recommending and recruiting Police Corps training directors.

Leadership training for front-line supervisors proposed

Once a Police Corps participant successfully completes Police Corps training and is sworn in with his or her assigned department, he or she assumes the rights and responsibilities of any other officer in the agency with the same rank and tenure. Police Corps lead agencies and training staff are expected to select agencies that respect and support the values of the Police Corps and to track and provide ongoing support for their officers as they proceed through service. But ultimately, much depends on the Police Corps officer's ability to function ethically and effectively within the agency. Locating potential mentors within the department – like-minded, dedicated officers who are both effective and ethical – is crucial.

Recognizing these needs and the rapidly increasing interest among field training officers, sergeants, and others in the techniques and philosophy of Police Corps training, the Mississippi Police Corps, in cooperation with directors of the Florida, Illinois, Missouri,

and Utah Police Corps, came forward in 1999 with a request for funds to plan a 12-week residential Police Corps training program designed exclusively for front-line supervisors and focused heavily on leadership. The planning period would include extensive in-person consultation with police line officers, supervisors, commanders, law enforcement executives, police labor and training organizations, and leading figures in business, academia, the military, and government. The end result would be a draft training plan.

As currently envisioned, the training program would emphasize leadership (including the differences between leadership and management), ethics, character development, fitness, and preparation for effective action within police organizations. The cooperating states would have an active role in the planning of the training and would encourage participating agencies in their states to send front-line supervisors to the joint program. Other Police Corps states would be welcome to do the same.

Relatively little such training is available at the state or local level. What is available is short (typically 1 to 5 days), and tends to focus on administrative issues of supervision rather than leadership. There is widespread recognition within the law enforcement community of the need for more and better training in this area.

In the Fiscal Year 1998 Commerce, State, Justice Appropriations report, \$2 million in Police Corps funds was identified to be provided, if warranted, to Mississippi for a program of advanced police education training. As lead agency for the state, the University of Southern Mississippi, Office of the Police Corps, has submitted an application and an award will be made in early Summer 2000.

PAYMENT PROCESSING

Federal office simplifies and speeds payment processing

During previous program years, state lead agencies and participants had taken issue with the amount of time it took to process payments to colleges, serving officers, training facilities, and participating agencies. During 1999, the Office of the Police Corps restructured the payment system in two major ways.

First, in early 1999, the Office of the Police Corps at OJP simplified its internal payment processing system and moved to electronic funds transfers in lieu of the previous system of paper checks. These steps alone dramatically reduced the time from receipt of a payment request to payment to the recipient.

Second, during Calendar Year 1999, the Office of the Police Corps worked to develop an Interagency Agreement system to replace the direct reimbursement system in which all payment requests – whether from students, officers, training facilities, or law enforcement agencies – were submitted to and processed at the Federal level. Under the Interagency Agreement system, participating states process most requests for payment, drawing down on Federal funds as needed to meet their financial needs. The Office of the Police Corps specifically retains responsibility for approval of state plans, budgets, Police Corps training, and monitoring of state Police Corps activities. In essence, the Interagency Agreement makes the Police Corps operate more similarly to a grant program.

Interagency Agreements were signed with 16 participating states during Fiscal Year 1999. Another four agreements have been executed since the start of Fiscal Year 2000.

Two additional accomplishments during 1999 streamlined program administration. The first was the creation of an easily updated Administrative Handbook for state lead agencies. The second was the creation, together with OJP's Office of the General Counsel, of a system for seeking repayment from participants who fail to meet their obligations. Under both the Police Corps Act and the Interagency Agreement system, seeking repayment is an obligation of the Office of the Police Corps, not state lead agencies.

FUTURE DIRECTIONS

The Office of the Police Corps will place high priority on Police Corps recruiting and training. We are especially committed to developing more avenues and methods to support the states in the vital task of recruiting top participants from the nation's colleges and universities. This includes exploring additional steps that can be taken to help defray state costs of outreach and selection, as well as state administrative costs. It also includes a careful examination of what message should be conveyed to which audience (participants, state lead agencies, participating law enforcement agencies), and through what medium.

The Office of the Police Corps will continue to introduce trainers from participating states to the methods and philosophy of Police Corps training. The Office of the Police Corps also will continue to identify, develop and provide model training materials and approaches, which continue to lead to innovative, interactive and realistic law enforcement training. A national technical assistance capacity for states participating in the Police Corps will be developed over the next 18 months.

CONCLUSION

The Police Corps represents a bold attempt to provide the resources and leadership to advance the education and training of America's police officers. As the social complexities facing our nation's law enforcement agencies increase – as the balance between liberty and social order becomes more challenging to maintain in many of our communities – it is all the more imperative that we provide those dedicated to public service through law enforcement with the preparation they will need to meet the increasing demands of the communities they seek to protect and serve. These officers and citizens deserve nothing less.

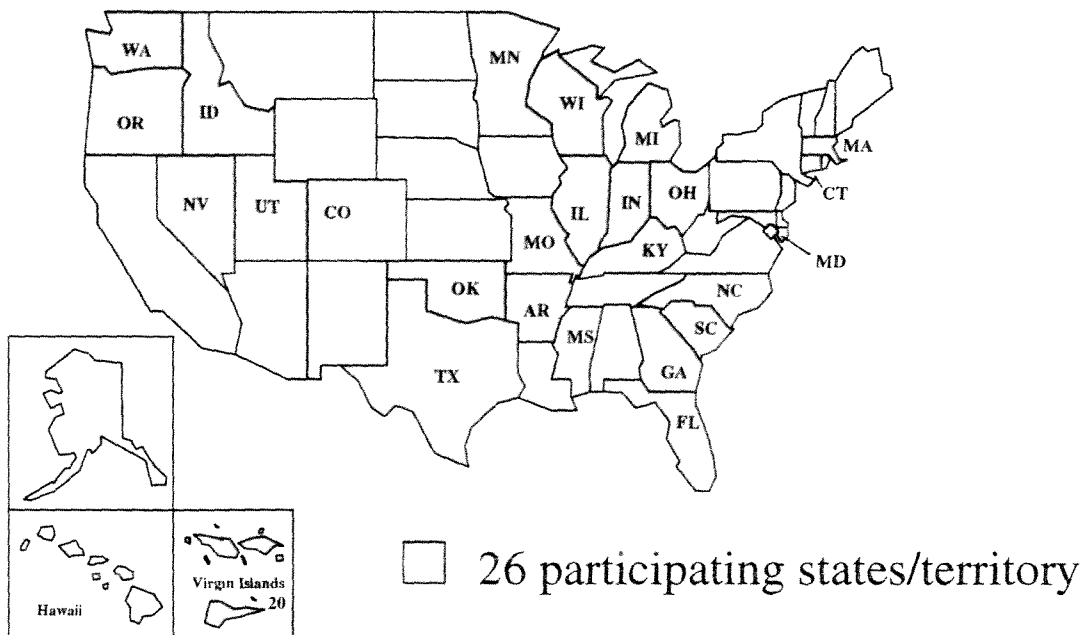
The Police Corps is gaining in acceptance and growing in terms of states and local government participation, as well as in the number of students taking advantage of this unique opportunity to pursue their dream of giving back to communities through law enforcement. These young people are trained to be advocates of social justice in their assigned communities. Reaching this ideal is made easier by the fact that most Police Corps participants come to us believing in a principle stated most eloquently by Marian Wright Edelman, "Service is the rent we pay for living."

With continued support from Congress and the Administration, the innovations occurring through the Police Corps will provide the national law enforcement community with many valuable lessons about what training approaches best prepare our police officers to meet the challenges associated with a career in law enforcement in the 21st century. Police Corps training is made dynamic by a process of continuous self-assessment by this office, participating state academies, hiring agencies and students. We are committed to training well-educated law enforcement officers who will maintain the confidence of the citizens they serve in the justice system, or where this confidence has waned, to restore it.

Appendices

Appendix A

Participating States as of December 1999



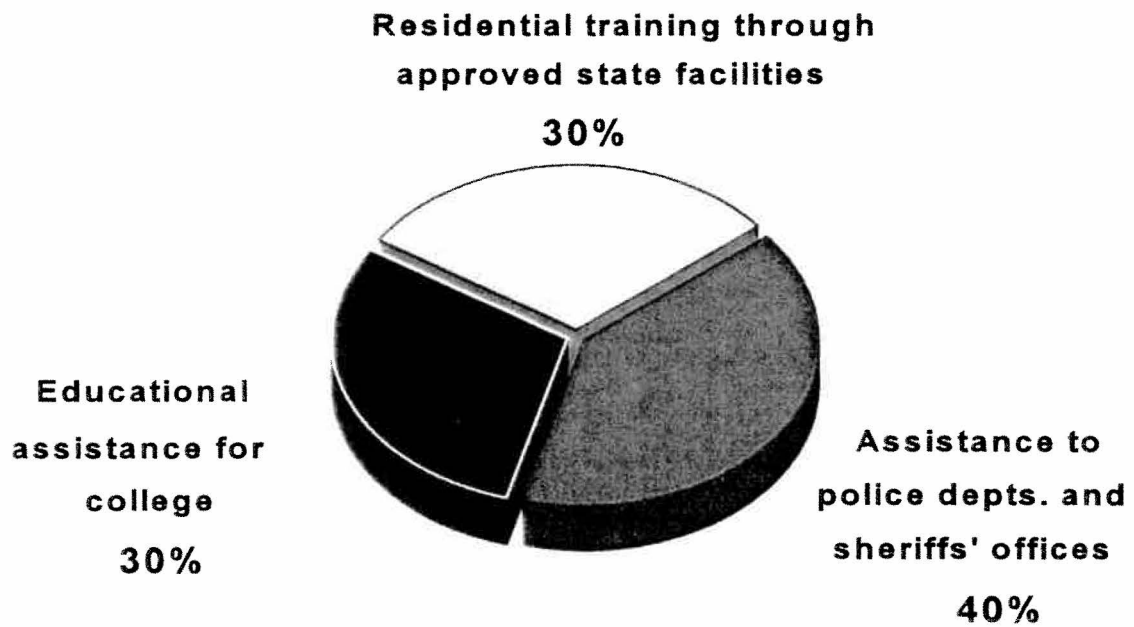
Appendix B

Participating States and Lead Agencies	
State	Lead Agency
Arkansas	University of Arkansas at Little Rock Department of Criminal Justice
Colorado	Colorado Department of Public Safety
Connecticut	Office of Policy and Management Policy Planning and Development Division
Florida	Florida State University School of Criminology & Criminal Justice
Georgia	Georgia Public Safety Training Center
Idaho	Department of Law Enforcement / POST
Illinois	Illinois Law Enforcement Training & Standards Board
Indiana	Indiana Criminal Justice Institute
Kentucky	Kentucky Department of Criminal Justice Training
Maryland	Governor's Commission on Crime Control and Prevention
Massachusetts	Massachusetts Criminal Justice Training Council
Michigan	Criminal Justice Institute at Ferris State University
Mississippi	University of Southern Mississippi, in partnership with Mississippi Department of Public Safety
Missouri	Mineral Area College Department of Public Safety, in partnership with Missouri Department of Public Safety
Minnesota	Minnesota Highway Patrol
Nevada	Nevada Commission on Peace Officer Standards and Training

Participating States and Lead Agencies	
North Carolina	Department of Crime Control and Public Safety, Law Enforcement Support Services
Ohio	University of Toledo
Oklahoma	Oklahoma Department of Public Safety
Oregon	Oregon Department of State Police, Criminal Justice Services Division
South Carolina	The Citadel, in partnership with South Carolina Department of Public Safety
Texas	Texas Commission on Law Enforcement Standards & Education
Utah	Utah Department of Public Safety, Division of Peace Officer Standards & Training
Washington	Washington Criminal Justice Training Center
Wisconsin	Wisconsin Office of Justice Assistance
Virgin Islands	Law Enforcement Planning Commission

Appendix C

Overall Funding Structure



Appendix D

Participant slots authorized as of December 1999



Appendix E

Levels of Educational Study and Years of Service as Police Participants as of December 1999	
Status	
High school	3
College freshman	33
College sophomore	40
College junior	40
College senior	56
Graduate study	1
1998 or 1999 graduate or in training	34
1st year of required service	140
2nd year of required service	25
3rd year of required service	66
4th year of required service	0
5+ years of service	0

PROPERTY OF
National Criminal Justice Reference Service (NCJRS)
Box 6000
Peeblesville, MD 20849-6000

Appendix F

Sample Advertisement

Leadership in _____ _____ Law Enforcement



Get the College Education:

Receive up to \$30,000 in educational assistance.

Earn a four year college degree.

Men and women of all backgrounds
are encouraged to apply.

Family income and resources do not affect eligibility.

Get the Academy Training:

16-24 weeks of residential basic police training.

Training develops the physical, moral and analytical
capabilities for effective policing.

Weekly training stipend.

Meet or exceed high training standards in areas
such as Ethics, Communication, Leadership,
Problem Solving, and Self Defense.



Get the Satisfaction of serving your community & making a difference:

Apply your education and training.

Earn rank and tenure while completing your

4-year service obligation in an area of great social need.

Make a difference in your community.



Get the picture?

Contact the U.S. Department of Justice

1-888-94CORPS

website: <http://www.ojp.usdoj.gov/opclee/>