

FY22 CPD Accreditation Cohort Annual Report

Nazmia Comrie

Matthew Lysakowski

Gilbert Moore

Elizabeth Simpson



COPS

Community Oriented Policing Services
U.S. Department of Justice

Introduction

Law enforcement agency (LEA) accreditation is a self-initiated process of adopting and maintaining standardized policies and procedures. LEAs operate within a specific set of state- and/or nationally recognized standards that are determined and defined by an accreditation body. To obtain accreditation, an LEA must work with a state or national accreditation body to develop and adopt a specific set of operational standards, the number of which varies by accreditation entity, and maintain compliance during the accreditation period. Tribal LEAs may seek accreditation through either state or national accreditation bodies.

The U.S. Department of Justice (DOJ) and the Office of Community Oriented Policing Services (COPS Office) support agency accreditation and recognize the importance of adhering to the highest standards of police policies and operations. The community benefits when its law enforcement personnel follow standardized policies and procedures that provide efficient, effective, and fair policing. Agency accreditation helps to ensure the accountability and transparency that can enhance communities' confidence and trust in law enforcement.

In 2021, the COPS Office launched the FY2021 Accreditation solicitation as a separate funding opportunity through the Community Policing Development (CPD) program. The solicitation included the following subcategories:

- **Addressing Gaps in State Accreditation.** Establishment of accreditation entities in states that do not have an accreditation body.
- **Enhancing Existing Law Enforcement Accreditation Entities.** Support and enhancement of existing law enforcement accreditation bodies to increase the number of agencies accredited.
- **Supporting Tribal Agency Accreditation.** Support of an accreditation body in assisting tribal law enforcement agencies through the accreditation process.
- **Supporting Law Enforcement Agencies in Seeking Accreditation.** Support to law enforcement agencies seeking accreditation.

The COPS Office received 109 applications across all subcategories and funded 56 organizations and agencies for \$3,800,738 (see appendix for the full list of recipients). This included seven cooperative agreements across the first three subcategories (one under *Addressing*

Gaps in State Accreditation, five under *Enhancing Existing Law Enforcement Accreditation Entities*, and one under *Supporting Tribal Agency Accreditation*; see table 1) and 49 grants under the *Supporting Law Enforcement Agencies in Seeking Accreditation* category.¹

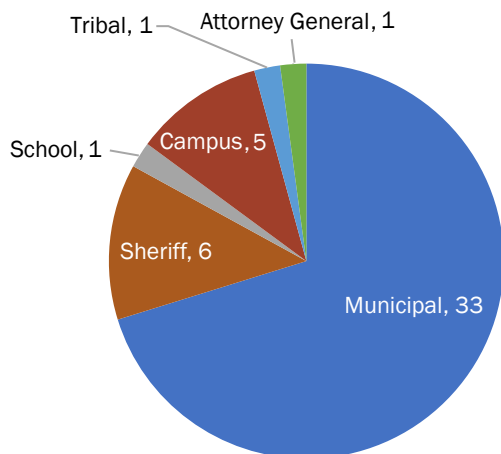
Table 1. Accreditation bodies that received an award in 2021

Accreditation body	Award category
Arizona Chiefs of Police	Supporting Tribal Agency Accreditation
International Association of Campus Law Enforcement Administrators	Enhancing Existing Law Enforcement Accreditation
Michigan Association of Chiefs of Police	Enhancing Existing Law Enforcement Accreditation
New Hampshire Department of Justice	Enhancing Existing Law Enforcement Accreditation
New Mexico Association of Counties	Enhancing Existing Law Enforcement Accreditation
South Carolina Law Enforcement Accreditation	Enhancing Existing Law Enforcement Accreditation
University of Kansas – Kansas Law Enforcement Training Center	Addressing Gaps in State Accreditation

For the *Supporting Law Enforcement Agencies in Seeking Accreditation* category, the 47 recipients include 33 municipalities, six sheriffs’ offices, five campus agencies, one school agency, one tribal agency, and one office of the inspector general across 27 states (see figure 1).

Figure 1. Types of Law Enforcement Agencies Funded in 2021

LEA Grant Agency Types – 47 Total Funded



¹ Two of these 49 agencies did not accept their awards, so the appendix and subsequent analyses only include 47 agencies.

In 2022, the COPS Office again offered the FY2022 Accreditation solicitation through the CPD program. The solicitation included the following subcategories:

- **Addressing Gaps in State Accreditation.** Establishment of accreditation entities in states that do not have an accreditation body.
- **Enhancing Existing Law Enforcement Accreditation Entities.** Support and enhancement of existing law enforcement accreditation bodies to increase the number of agencies accredited.
- **Supporting Law Enforcement Agencies in Seeking Accreditation.** Support to law enforcement agencies seeking accreditation.

The COPS Office received 79 applications across all subcategories: 10 under *Enhancing Existing Law Enforcement Accreditation Entities* and 69 under *Supporting Law Enforcement Agencies in Seeking Accreditation*. No applications were received under *Addressing Gaps in State Accreditation*. A total of 47 applications were awarded funding, with eight being funded under *Supporting Law Enforcement Agencies in Seeking Accreditation* and 39 under *Supporting Law Enforcement Agencies in Seeking Accreditation*.

CPD Accreditation Cohort

To manage the Accreditation cooperative agreements and grants, a team of Community Policing Advancement Directorate staff (Accreditation Cohort) works cooperatively to provide opportunities for learning for all recipients and to assist in standardizing their management and oversight. The Accreditation Cohort coordinates technical assistance to support project management and implementation and to highlight successes and lessons learned for other agencies seeking accreditation.

In 2021, the Accreditation Cohort's accomplishments included the following:

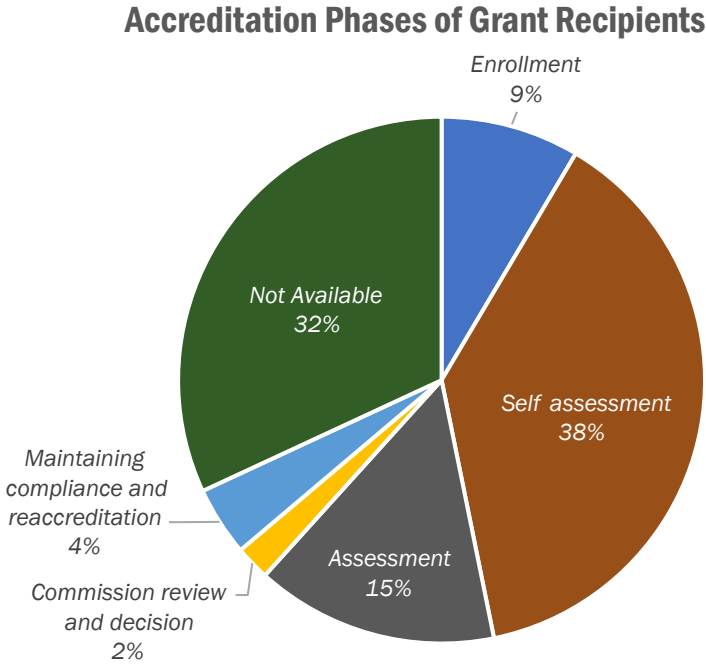
- Individual kickoff meetings held for all cooperative agreement recipients in November/December 2021.
- Internal coordination via regular meetings and communication channels.
- A community of practice (CoP) was established to provide quarterly networking opportunities for all accreditation award recipients. To date, three webinars have been conducted, a kickoff and two quarterly meetings, with informative presentations and practical discussions about award administration. The attendees were encouraged to pose questions and share information as appropriate. These meetings have been well attended, with over half the FY2021 cohort in attendance at each. The cohort team has planned and executed all three meetings.
 - The kickoff meeting for grant award recipients was held on December 8, 2021 with approximately 80 attendees. The COPS Office Communications team facilitated the kickoff, and all cohort team members presented during the Webex meeting. The following topics were presented:
 - ◆ Overview of COPS Office
 - ◆ Accreditation Award Overview and Objectives
 - ◆ Award Package and Recipient Materials
 - ◆ JustGrants Navigation
 - ◆ Future Cohort Meetings
 - ◆ Summary and Next Steps.

- The first quarterly meeting was held April 13, 2022. Agenda included a presentation by the Accreditation Program Manager for the Arizona Association of Chiefs of Police, and a presentation on management of awards in JustGrants. Time was also included for participants to discuss potential topics for future meetings. Approximately 43 accreditation recipients attended the meeting.
- The second quarterly meeting was held on August 24, 2022. Agenda included project update presentations by the following FY2021 award recipients: Phoenix (AZ) Police Department, The Dalles (OR) Police Department, Tulsa (OK) Community College, Gun Lake Tribe (MI) Public Safety Department. The group discussed award administration questions and potential topics for future meetings. Approximately 35 accreditation recipients attended the meeting.
- Development of the Law Enforcement Agency (LEA) Accreditation webpage (https://cops.usdoj.gov/LEA_accreditation). The page launched in the Community Policing Topics resources section of the COPS Office website on May 19, 2022. It has an interactive map of state and national accreditation bodies with links to the organizations. The page also has links to resources and publications.
- Coordination of two articles for the CP Dispatch monthly newsletter:
 - In the March 2022 issue, “CALEA Accreditation is for Smaller Agencies Too!”, written by Dave Kurz, Interim Police Administrator, Swampscott (MA) Police Department. Describes the accreditation process and the benefits of accreditation for smaller agencies.
 - In the August 2022 issue, “New Kansas Law Enforcement Accreditation Program,” written by the Kansas Law Enforcement Training Center (KLETC). Describes the newly created voluntary state accreditation program.

Agency Accreditation Progress

COPS Office funding allows award recipients to obtain any state or national accreditation. Generally, accreditation is a five-step process: (1) enrollment, (2) self-assessment, (3) assessment, (4) commission review and decision, and (5) maintaining compliance and reaccreditation. Of the 32 recipients with available statuses, the majority are in the self-assessment phase (38 percent), followed by assessment (15 percent) and maintaining compliance and reaccreditation (9 percent) (see figure 2).

Figure 2. Agency Accreditation Status in 2021



Case Studies

The following case studies highlight some successes and innovations from the 2021 CPD Accreditation award recipients.

Doña Ana County (NM) Sheriff's Office

Spurred by New Mexico legislation regarding qualified immunity, the Doña Ana County (NM) Sheriff's Office (DCSO) is undertaking accreditation to raise the bar of performance for their agency and the surrounding region. The DCSO set the following goals for accreditation: improve operational practices, increase accountability, reduce liability costs, and increase governmental and community support. In March 2021, DCSO started the Commission Accreditation for Law Enforcement Agencies (CALEA) Tier 1 accreditation process, which requires agencies to meet 181 standards, ranging from the Oath of Office to evidence/property control systems and grievance procedures.

With FY2021 CPD Accreditation funds, the DCSO completed the first revamp of all their policies and procedures. They posted the resulting 900-page policy document on their agency website and on the social media pages of the agency and the County and presented the policies and procedures to the Board of County Commissions in February 2022. There was an open comment period for agency personnel (sworn and civilians) and the general community. The agency received overwhelmingly positive feedback from the community, as well as interest from surrounding law enforcement agencies wanting to adopt their policies and learn more about accreditation. As of August 2022, the DCSO is in the assessment phase of accreditation.

Kansas Law Enforcement Training Center

Since 1968, the Kansas Law Enforcement Training Center (KLETC) of the University of Kansas has served as the headquarters for all law enforcement training in Kansas. Through its presence on the main campus and its seven certified satellite academies, KLETC advances its statutory mission of “the promotion and development of improved law enforcement personnel and procedures throughout the state, and . . . such programs and courses of instruction designed to fulfill this end.”

With FY2021 CPD Accreditation funds, KLETC filled a gap by establishing a voluntary state accreditation program, the Kansas Law Enforcement Accreditation Program (KLEAP), where no state-level law enforcement accreditation program existed previously. KLEAP accepted the first accreditation applicants during August 2022 and continues outreach to engage LEA

leadership. The KLEAP accreditation program has 167 standards and program procedures that an agency will need to meet to pass all five steps of accreditation. KLEAP enjoys support and participation from staff at KLETTC, the Kansas Association of Chiefs of Police, and the Kansas Sheriffs' Association.

Phoenix (AZ) Police Department

In 2020, the City of Phoenix and Phoenix (AZ) Police Department (PPD) leadership set out to obtain accreditation via the Arizona Law Enforcement Accreditation Program (ALEAP). Obtaining accreditation was added to the PPD Strategic Plan, ensuring that the process and activities fell within the guiding values of the PRIDE statement: P – Protection and Prevention; R – Responsibility and Respect; I – Integrity and Ideals; D – Dedication to Duty; and E – Employee Excellence.

Six personnel were assigned to the accreditation process and lead the 24-month process, which involves 405 action items. The agency is currently using LEAN Management Principles to guide the accreditation process; these principles include eliminating waste (standardization), leveraging technology, and quality assurance. The team huddles weekly to ensure they are sharing information, working through challenges, and celebrating the small wins along the way. An external city auditor has been brought in to assist with quality assurance. Finally, the PPD has adopted PowerDMS software agency-wide to manage its entire policy lifecycle through electronic signature capture, revision tracking, and overall resource modernization.

As of October 2022, PPD is in the assessment phase of accreditation, with the goal of obtaining accreditation in January 2023.

The Dalles (OR) Police Department

The Dalles (OR) Police Department (DPD) chose to begin the accreditation process in 2021 as a strategic improvement initiative of Chief Tom Worthy. The DPD is undergoing accreditation via the Oregon Accreditation Alliance, while at the same time incorporating principles of the *Final Report of the Task Force on 21st Century Policing*. The team developed a project delivery lifecycle which set a defined end goal for the accreditation process and metrics to hold the team accountable to identified milestones on a weekly basis.

Throughout the process, the team has engaged in informational sessions with agency personnel to help with buy in and explain the “why bother” question. The team developed a monthly scorecard that allowed them to measure their progress, which was paired with a project burn-

down chart that reflected effort against projected timelines. The DPD is also prioritizing keeping the team energized and excited about milestones by publicly acknowledging their accomplishments within the agency and through external public engagements.

Chief Worthy said, “We are using the accreditation process to identify areas of strength, weakness, or opportunities within our department. Changes are being implemented based on industry best practices for policing supported by outside experts and the *Final Report of the Task Force on 21 Century Policing*. I am excited to see the overall improvement in the department and the services that we deliver to our community. We are now and will always be a true community policing agency.” As of October 2022, the DPD is in the assessment phase of accreditation, with the goal to obtain full accreditation in early 2023.

Appendix. FY 21 CPD Accreditation Recipients

State	Agency Name	Award Amount
Addressing Gaps in State Accreditation		
KS	UNIVERSITY OF KANSAS CENTER FOR RESEARCH, INC.*	\$100,000
Enhancing Existing Law Enforcement Accreditation Entities		
MI	MICHIGAN ASSOCIATION OF CHIEF OF POLICE*	\$99,760
NH	JUSTICE, NEW HAMPSHIRE DEPARTMENT OF*	\$100,000
NM	NEW MEXICO ASSOCIATION OF COUNTIES, THE*	\$68,285
SC	SOUTH CAROLINA LAW ENFORCEMENT ACCREDITATION, INC.*	\$99,200
VA	INTERNATIONAL ASSOCIATION OF CAMPUS LAW ENFORCEMENT ADMINISTRATORS, INC.*	\$99,980
Support Law Enforcement Agencies Seeking Accreditation		
AK	UNIVERSITY OF ALASKA ANCHORAGE	\$74,997
AL	SPANISH FORT, CITY OF	\$75,000
AR	SEARCY, CITY OF	\$75,000
AZ	PHOENIX, CITY OF	\$75,000
CT	STAMFORD, CITY OF	\$74,868
FL	HARDEE, COUNTY OF	\$75,000
FL	NEW COLLEGE OF FLORIDA	\$74,972
FL	NORTH BAY VILLAGE, CITY OF	\$75,000
FL	PALM SPRINGS, VILLAGE OF	\$75,000
GA	CHATSWORTH, CITY OF	\$28,989
GA	HENRY, COUNTY OF	\$74,175
GA	SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION	\$18,315
IA	WAUKEE, CITY OF	\$75,000
KY	FLEMINGSBURG, CITY OF	\$75,000
LA	LAFAYETTE CITY MARSHAL'S OFFICE	\$74,211
MA	FITCHBURG, CITY OF (INC)	\$71,227
MA	SOUTH HADLEY, TOWN OF	\$5,300
MI	BIG RAPIDS, CITY OF	\$75,000
MI	CHARTER TOWNSHIP OF BROWNSTOWN	\$74,335
MI	DUNDEE, VILLAGE OF	\$61,120
MI	HOUGHTON, CITY OF	\$37,903
MI	IRONWOOD, CITY OF	\$21,300

MI	KALAMAZOO, CHARTER TOWNSHIP OF	\$74,999
MI	MARYSVILLE, CITY OF	\$75,000
MI	MATCH-E-BE-NASH-SHE-WISH BAND OF POTTAWATOMI INDIANS	\$51,205
MN	CITY OF DULUTH	\$45,000
NH	EXETER POLICE DEPARTMENT	\$29,580
NM	DONA ANA, COUNTY OF	\$74,956
NY	SYRACUSE, CITY OF	\$74,612
NY	WALLKILL, TOWN OF	\$73,748
OK	CITY OF GUTHRIE	\$75,000
OK	TULSA COMMUNITY COLLEGE	\$75,000
OR	COUNTY OF LANE	\$75,000
OR	DALLES, CITY OF THE	\$74,750
OR	GRANTS PASS, CITY OF	\$75,000
OR	JACKSON, COUNTY OF	\$75,000
PA	SCRANTON, CITY OF (INC)	\$74,272
PA	SPRINGFIELD, TOWNSHIP OF	\$54,700
PA	TOWNSHIP OF LOWER MORELAND	\$11,451
PA	WAYNESBORO, BOROUGH OF	\$45,264
RI	WESTERLY, TOWN OF	\$75,000
TX	FAIRVIEW, TOWN OF	\$75,000
TX	MISSION, CITY OF	\$21,116
VA	OFFICE OF THE STATE INSPECTOR GENERAL	\$37,841
WA	EASTERN WASHINGTON UNIVERSITY	\$74,809
WI	DODGE COUNTY	\$75,000
WI	MARQUETTE UNIVERSITY	\$75,000
Supporting Tribal Agency Accreditation		
AZ	ARIZONA ASSOCIATION OF CHIEFS OF POLICE, INC.*	\$148,498

* Indicates Cooperative Agreement



COPS

Community Oriented Policing Services
U.S. Department of Justice

U.S. Department of Justice
Office of Community Oriented Policing Services
145 N Street NE
Washington, DC 20530

To obtain details about COPS Office programs,
call the COPS Office Response Center
at 800-421-6770.

Visit the COPS Office online at **cops.usdoj.gov**.