



2010 OJP ANNUAL REPORT

MAPPING A COURSE

OFFICE OF JUSTICE PROGRAMS

Bureau of Justice Assistance • Bureau of Justice Statistics • National Institute of Justice • Office of Juvenile Justice and Delinquency Prevention
Office for Victims of Crime • Community Capacity Development Office • Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking

**U.S. Department of Justice
Office of Justice Programs
810 Seventh Street, NW
Washington, DC 20531**

Eric H. Holder, Jr.
Attorney General
U.S. Department of Justice

James Cole
Deputy Attorney General
U.S. Department of Justice

Thomas Perrelli
Associate Attorney General
U.S. Department of Justice

Laurie O. Robinson
Assistant Attorney General
Office of Justice Programs

Office of Justice Programs
Innovation • Partnerships • Safer Neighborhoods

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NCJ 235246



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TO THE PRESIDENT, MEMBERS OF CONGRESS, CRIMINAL AND JUVENILE JUSTICE PROFESSIONALS, AND THE AMERICAN PEOPLE:

I am pleased to report on the tremendous progress the Office of Justice Programs (OJP) made in advancing the Administration's public safety goals in Fiscal Year 2010. Building on the momentum we generated in Fiscal Year 2009, we strengthened our focus on science, partnerships, and accountability, while encouraging innovation and providing direction and assistance to our colleagues in the field. Our efforts to implement the Recovery Act remained a priority, and we launched new initiatives in areas such as children's exposure to violence and predictive policing. Nearly 5,000 grants were awarded to our partners in the field totaling \$2.6 billion.

Congressional appropriations allowed us to expand our work in prisoner reentry, tribal programming, youth mentoring, forensic sciences, and other areas described in this report. I believe our efforts represent an excellent return on investment and justify the confidence Congress has placed in us. We continue our diligent stewardship of federal funds, emphasizing programs backed by evidence of effectiveness, while ensuring our policies and procedures support a fair and transparent grant process and effective monitoring and oversight.

With our partners in criminal and juvenile justice, we are mapping a course toward a future in which an evidence-based mindset is embedded in all of our programs. And we are driving towards researchers and practitioners working together to determine what works in preventing and reducing crime, all while striving to ensure strict accountability to the American taxpayer.

Sincerely,

A handwritten signature in black ink, appearing to read "Laurie O. Robinson". The signature is fluid and cursive, with the first name "Laurie" and last name "Robinson" clearly legible.

Laurie O. Robinson
Assistant Attorney General

MISSION

OJP's mission is to increase public safety and improve the fair administration of justice across America through innovative leadership and programs.

VISION

To be the premier resource for the justice community by:

- Providing and coordinating information, research and development, statistics, training, and support to help the justice community build the capacity it needs to meet its public safety goals.
- Embracing local decision-making, while encouraging local innovation through national policy leadership.

GOALS

- Strengthen partnerships with state, local, and tribal stakeholders.
- Ensure integrity of, and respect for, science, including a focus on evidence-based, "smart on crime" approaches in criminal and juvenile justice.
- Administer OJP's grant awards process in a fair, accessible, and transparent fashion and, as good stewards of federal funds, manage the grants system in a manner that avoids waste, fraud, and abuse.

EXECUTIVE SUMMARY

Every year, **OJP programming and research and statistical initiatives support thousands of criminal and juvenile justice programs** critical to crime prevention and control efforts in communities across the country. The funds awarded reflect the priorities of the President, Congress, and the Attorney General, who consider **OJP recommendations that incorporate feedback** from federal, state, local, and tribal leaders, as well as private and nonprofit practitioners, and researchers.

OJP is responsible for monitoring \$9 billion of active grants and enhanced monitoring procedures with the development of improved methods to oversee both Recovery Act and non-Recovery Act grants. These actions help to maximize the effective use of grant funds and strengthen our partnerships with the criminal and juvenile justice community. **Strengthening partnerships is critical** to preventing and controlling crime in America's cities and to meeting both legal and moral responsibilities to tribal communities.

OJP's **research and statistical programs help provide insight** to the criminal and juvenile justice communities in addressing public safety issues from grassroots to national levels. **Sharing information** on innovative programs is a priority along with identifying which innovations are the most effective and which are the most needed. OJP places a strong

emphasis on the **importance of science in mapping a course** for ourselves and our partners in the field toward a safer and brighter future.

From ongoing collaborations and outreach efforts to evidence-based initiatives and innovative new programs, OJP is helping to **pave the way for lasting change** in America's response to the threats posed by those who have lost their way. Efforts to **provide new direction** for reentering offenders and to help at-risk youth on the **path to success** will impact families for years to come. Programs to address human trafficking, identity theft, and children's exposure to violence are responsible for putting countless **lives back on track**. Initiatives to improve officer safety, indigent defense, and suspicious activity reporting are all vital components of a **course of action** leading to greater justice and safety for all. OJP is honored to count so many agencies and organizations as instrumental partners in making possible the accomplishments detailed in the following pages.

*Note: **OJP's Community Capacity Development Office (CCDO) will close** before the end of fiscal year (FY) 2011, as funding for their Weed and Seed Program was not provided in the FY 2011 budget. CCDO was active during FY 2010, so their accomplishments are included here.*

INTRODUCTION

In fiscal year (FY) 2010, **OJP awarded nearly 5,000 grants totaling \$2.6 billion** to the criminal and juvenile justice field. Many of the programs and initiatives funded by these awards are highlighted in this report and many more can be found on our Web site at **www.ojp.gov**. OJP's bureaus and program offices are the:

- Bureau of Justice Assistance (BJA),
- Bureau of Justice Statistics (BJS),
- Community Capacity Development Office (CCDO),
- National Institute of Justice (NIJ),
- Office of Juvenile Justice and Delinquency Prevention (OJJDP),
- Office for Victims of Crimes (OVC), and
- Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART) Office.

Each chapter in this report contains stories and quotes that provide insight into the work carried out by OJP components and OJP grant recipients and partners. The **inputs and outcomes section of each chapter shows the course** the agency is taking to meet its goals.

Collaborative relationships and innovative practices are highlighted along with a focus on accountability for administering grant funds.

Outreach to the criminal justice community is a driving force behind agency operations. The extent of this outreach is evident in the hundreds of documents produced, thousands of professionals trained, and countless conversations held with our colleagues around the country and the world. This year, **sidebars highlight** OJP's research, statistics, and **evidence-based initiatives**.

A **list of FY 2010 programs** is included **in the appendices**. All of OJP's component bureaus and offices are represented in this report and are described in the appendices along with **contact information** for each component. Also in the appendices are **graphic representations of OJP's FY 2010 appropriations and program areas**, where the reader can see that the largest portion of OJP's appropriation went to state and local law enforcement assistance. The second largest portion was designated to the Crime Victims Fund, which was followed by the juvenile justice programs appropriation. Regardless of the size of their appropriation, **each OJP component and each employee is an integral part** of the Department of Justice response to meeting the challenges of crime and the administration of justice.



OUTREACH

The Office of Justice Programs (OJP) is committed to listening carefully to stakeholders to ensure their concerns are addressed through OJP activities. In fiscal year (FY) 2010, OJP continued efforts to engage constituents throughout the criminal and juvenile justice systems and the victim services field. Through a variety of listening sessions, conferences, and training events, OJP solicited feedback and insight from the people on the frontlines of public safety and shared information with them on evidence-based practices and research results.

This valuable feedback from the field is the basis for OJP's new programs and evolving research agenda. Likewise, OJP continues to look for ways to make our existing programs and services more responsive to the needs of practitioners and policymakers at the state, local, and tribal levels. Ultimately, all that OJP does is designed to reflect the priorities of the people who work to keep our communities safe.

This chapter highlights OJP's ongoing efforts to ask questions, listen to answers, share knowledge, and act together.

INPUTS AND OUTCOMES

OJP's outreach efforts take several forms, such as listening sessions, training and technical assistance, publications and products, and sponsorship of and participation in conferences and workshops. Millions of citizens across the country feel the impact of some of OJP's largest programs described in this section.

- OJP continued and expanded its **listening session initiative** in FY 2010, reaching out to the criminal and juvenile justice and victim services fields on a variety of topics.
 - To explore why so many sexual assault evidence kits are not forwarded by law enforcement to the

crime lab for testing—including the impact on victims—the National Institute of Justice (NIJ), the Office for Victims of Crime (OVC), the Bureau of Justice Assistance (BJA), and the Office on Violence Against Women (OVW) sponsored a multidisciplinary roundtable discussion among local, state, and national organizations and experts. The discussion helped inform the Department of Justice (DOJ) about the unique issues victim advocates, forensic examiners, crime laboratory scientists, law enforcement officers, and prosecutors face when examining the issue of **untested evidence in sexual assaults**.

- In response to the Bureau of Justice Statistics' (BJS) **Prison Rape Elimination Act** study on juvenile facilities and the related public hearings, OJP provided an opportunity for key leaders in juvenile detention and corrections to offer **feedback on critical issues related to conditions of confinement for youth** that will help inform the agency's work in this area. In addition, OJP's Office of Civil Rights produced a report for the Review Panel on Prison Rape on the hearings that recommended decreasing the incidence of sexual victimization of juveniles in custody, including cultivating a therapeutic, as opposed to a punitive,

institutional culture; reducing the size of juvenile facilities; and improving staff training.

- NIJ met with a dozen groups during the year, ranging from the American Society of Crime Laboratory Directors to the National Organization of Black Law Enforcement Executives, to learn more about developments in the field and help set a **research agenda**.
- The Office of Juvenile Justice and Delinquency Prevention (OJJDP) met with **training and technical assistance** (TTA) experts to discuss developments and challenges in the TTA field. Participants identified major trends in the field, including the need for evidence-based practices, strategies to address the problem of disproportionate minority contact within the juvenile justice system, and gender-responsive mental health services. The session was the fifth in a series of listening sessions on juvenile justice issues that OJJDP has organized to help inform their activities.
- Following the National Center for Victims of Crime Annual Conference, OJP's Principal Deputy Assistant Attorney General and the White House Advisor on Violence Against Women held a listening session for conference participants focused on the next steps in addressing **violence against women**. Information received will help define

the national agenda in response to this pervasive issue.

- DOJ hosted a **Tribal Youth Summit** with participation from more than 110 youth representing 21 tribal communities. The summit included the first Listening to the Voices of Tribal Youth Circle, in which the youth shared their concerns with federal officials. The youth identified alcohol and drug abuse, including prescription drugs; suicide; a lack of productive activities for youth in the community; gang involvement, violence, property theft, and vandalism; and teen pregnancy as high-priority issues.
- Through the Edward Byrne Memorial **Justice Assistance Grant (JAG)** program, BJA provided approximately **\$300 million to states and territories and \$153 million to local units of government**. In addition, BJA awarded more than \$3 million in remaining American Recovery and Reinvestment Act (Recovery Act) funding to 120 local JAG jurisdictions. The JAG

program reaches thousands of cities, counties, and tribes each year, helping to prevent and control crime in local communities. JAG is a flexible funding program that provides communities with the ability to fund system improvement efforts of the highest local priority or efforts where there are no other funding programs available, such as methamphetamine lab clean up, crime lab enhancements or backlog reduction, state and local court interpreters or caseload improvements, indigent defense system enhancements, prosecution strategies, treatment services for high-risk offenders, and information sharing to prevent crime and terrorism.



THE BJA PROGRAMS STAFF PICTURED HERE ARE SOME OF THE MANY OJP EMPLOYEES WORKING HARD TO ADMINISTER OJP GRANTS.

Additionally, a new \$1.5 million JAG-funded initiative will **help states and local units of government use JAG funding more effectively and in ways that are consistent with evidence-based practices**. This initiative reflects a partnership between BJA, the National Criminal Justice Association (NCJA), State Administering Agencies (SAAs), and Statistical Analysis Centers to enhance the use of JAG funding. NCJA is helping SAAs and NCJA members—including state, local, and tribal criminal justice and public safety practitioners—better use evidence-based practices and data-driven strategies, with the ultimate goal of improving the effectiveness of criminal justice programs across the country. Four regional meetings for this purpose were held in FY 2010.

- Through \$100 million in **Second Chance Act Prisoner Reentry Initiative** funding, BJA and OJJDP are supporting demonstration sites, mentoring organizations, reentry courts, family-based treatment services, technology career training, and program research and evaluation (see article on p. 12). With support from BJA and OJJDP, Second Chance Act grant recipients learned about promising approaches during the

“Making Second Chances Work” conference, sponsored by the National Reentry Resource Center. BJA also supported a new publication for policymakers by the Council of State Governments Justice Center titled *Reentry Housing Options: The Policymakers’ Guide*.

Other agency efforts benefiting offenders returning to the community included the Community Capacity Development Office’s (CCDO) publication titled **Strategies for Creating Offender Reentry Programs in Indian Country** and NIJ-sponsored research, including evaluations of BJA Second Chance Act Adult Demonstration Projects; the State, Local, and Tribal Reentry Courts Program; and the Multisite Demonstration Field Experiment: What Works in Reentry Research.

- OJJDP provided **\$97 million to support mentoring programs**, including an initiative to integrate mentoring components into the Safe Schools/Healthy Students community partnership sites, thereby reaching more students in need of additional guidance in negotiating the challenges of youth, and a Boys and Girls Clubs of America initiative to address the high school dropout crisis.

- OJP released hundreds of **publications and products** to inform criminal and juvenile justice and victim services practitioners on a range of topics:

- During the fiscal year, BJA’s training and technical assistance providers **developed more than 500 publications** in addition to Web sites and other information resources to inform and assist the field. Notably, BJA supported the development and release of publications on critical issues, including *A Full Response to an Empty House: Public Safety Strategies for Addressing Mortgage Fraud and the Foreclosure Crisis*.
- BJS released several reports on **correctional population counts**, including a report showing that the growth in the prison population during 2009 was the slowest annual increase in the current decade, marking the third consecutive year of a declining rate of growth in the prison population. While the federal prison population increased by 3.4 percent (up 6,838 prisoners), the state prison population had the first measured decline (down 0.2 percent or 2,857 prisoners) since 1977. BJS

Through mentoring organizations, youth are provided programs that help keep them in school, out of trouble, and most importantly, put them in direct contact with caring adults who provide crucial support and guidance.

—Laurie O. Robinson, Assistant Attorney General, Office of Justice Programs

also published a report on **intimate partner violence** showing that nearly one in four intimate partner violence cases involved a child witness.

- OJJDP released four new bulletins. Two of the bulletins, *Youth's Needs and Services* and *Conditions of Confinement*, are part of a series of findings from OJJDP's **Survey of Youth in Residential Placement**. The bulletin *Causes and Correlates of Girls' Delinquency*, which is part of the **OJJDP Girls Study Group** series, identified the following eight factors correlated with girls delinquency: negative and critical mothers, harsh discipline, inconsistent discipline, family conflict, frequent family moves, multiple caregivers, longer periods of time with a single parent, and growing up in socially disadvantaged families. OJJDP also released a second Girls Study Group bulletin, *Sustainability of Assessment Instruments for Delinquent Girls*.
- The NIJ report **High-Priority Criminal Justice Technology Needs 2010** explored protecting the public, ensuring officer safety, confirming the guilty and protecting the innocent, improving the

efficiency of justice, and enabling informed decision making. Three issues of the *NIJ Journal* were released and included articles on new forensic studies that help law enforcement identify and prosecute elder abuse cases, organizational learning in Islamic terrorist groups, crime reduction programs on American Indian reservations, and roadside safety for first responders. NIJ also began releasing chapters of the *Fingerprint Sourcebook*, which is planned to be the definitive source on the science of fingerprint identification.

- The OVC DVD series **Responding to Elder Abuse** provided guidance for community corrections professionals, judges and court personnel, and law enforcement. The OVC-sponsored *Healing Journey* DVD and guide responded to **crime victimization in American Indian and Native Alaskan communities**.
- Thousands of criminal and juvenile justice practitioners received OJP-supported **training and technical assistance** (TTA). The following examples highlight just a few of the hundreds of TTA opportunities provided during FY 2010:

- BJA and its training and technical assistance partners held over **5,400 training and technical assistance events, reaching over 68,000** practitioners and policymakers through training events alone. Through their Center for Task Forces Training Program, BJA sponsored 26 Task Force Commander and Methamphetamine Investigation Management Workshops for nearly 1,500 law enforcement professionals representing 42 states and two territories. BJA also supported law enforcement (many of whom reported methamphetamine as their number one drug problem) through the "National Rural Law Enforcement Methamphetamine Summit: Moving Strategy to Action," which was made possible through the Recovery Act. BJA also continued to partner with the National Forensic Academy at the University of Tennessee to provide training to law enforcement personnel in the field of forensic investigation, with theoretical knowledge, practical application, and hands-on, realistic training through a 10-week course.
- OVC supported and developed more than 50 workshops at the **National Center for Victims of Crime Conference** that addressed issues such

BJS is studying changes in the composition of correctional populations to identify demographic or offense-specific shifts and to understand implications of these changes, for example, on racial disparities in incarceration or aging prison populations.

—William J. Sabol, Ph.D., Deputy Director, Statistical Collections & Analysis, Bureau of Justice Statistics

Evidence in Action

- NIJ released preliminary findings from its five-year **multisite evaluation of adult drug courts**. Early analysis showed that after six months, and again after 18 months, drug court participants reported less drug-related and criminal activity. BJA efforts to **strengthen drug courts** continued with the awarding of 83 grants totaling more than \$22.4 million for drug court implementation and enhancement. In addition, BJA funded development of three new curricula to assist drug court practitioners with child welfare, veterans, and tribal drug court planning, as well as a revamped cultural proficiency curriculum. In partnership with the National Association of Drug Court Professionals, BJA launched the online **National Drug**

Court Resource Center, which features Webinars, blogs, live chats, and an extensive reference collection of drug court materials, including the latest research findings and funding opportunities.

- BJS completed a project with the National Institute of Mental Health to develop an instrument to use in its surveys of prison and jail inmates to **screen for serious mental illness**. BJS will use this tool in its upcoming surveys of prison and jail inmates to provide better measures of the prevalence of serious mental illness among these populations.
- At NIJ's request, the **National Academy of Sciences (NAS)** assessed its research

program and provided recommendations for ways in which NIJ could better meet the needs of the criminal justice field. NIJ is working with the science community and other stakeholders to determine how to implement the NAS report's recommendations effectively.

- With funding from OJJDP, the NAS will also conduct a two-year **study to assess the impact of the Juvenile Justice and Delinquency Prevention Act of 1974**, as amended, and its core requirements on juvenile justice policies and practices. The committee overseeing the Assessing Juvenile Justice Reform project held its first public meeting in August.

continued on p. 6

*Articulating my vision for NIJ received a fortuitous boost from the release—just weeks before I was sworn in—of an in-depth **evaluation of NIJ by the National Research Council of the National Academies of Sciences, Strengthening the National Institute of Justice**. This 27-month study was the first comprehensive analysis of NIJ since 1977, and the report's recommendations gave me a unique opportunity to leverage communication of my vision for NIJ with the agency's response to the NAS report. In my view, the NAS report has served as a valuable catalyst for a reexamination of NIJ's core mission and for planning how exactly NIJ should move forward.*

—Dr. John Laub, Director, National Institute of Justice

Evidence in Action (continued from pg. 5)

- BJA partnered with George Mason University and the University of Massachusetts–Lowell to develop a **Risk, Needs, & Responsivity (RNR) simulation tool**. The RNR model for correctional programming serves as a tool for public policymakers and corrections administrators interested in promoting evidence-based correctional strategies and emphasizes the importance of classification (by risk level and treatment need) and the quantity/quality of correctional programming to achieving **recidivism reduction and cost effectiveness**. The RNR simulation tool also helps jurisdictions assess their current system, identify gaps, and prioritize both services and controls (drug testing, electronic monitoring, etc.) based on desired outcomes.
- BJS released **25 new datasets to the public**, increasing BJS holdings to more than 900 datasets. The datasets include data from a variety of agencies, including BJS, the FBI, the Federal Bureau of Prisons, the Administrative Office of the U.S. Courts, the U.S. Sentencing Commission, the Centers for Disease Control, and the National Center for Education Statistics.

as financial fraud, witness intimidation, child pornography, and international crime victims. To better serve victims in Indian Country, OVC supported training opportunities for more than 500 tribal victim service providers, tribal leaders, and law enforcement representatives; provided specially crafted onsite training and technical assistance services to more than 225 key tribal community stakeholders; responded to 3,000 technical assistance requests; and conducted distance trainings.

- OJJDP launched the **National Girls Institute** to serve as the national training and technical assistance provider for promising and evidence-based practices in girls' delinquency prevention, intervention, and treatment. The Institute will disseminate research findings and other information and foster interagency collaboration and policy development. The Institute will also evaluate promising and innovative prevention, intervention, treatment, education, detention, and aftercare services for delinquent and at-risk girls.
- BJA provided training to 452 law enforcement professionals to teach the Gang Resistance Education and Training (G.R.E.A.T.) program curriculum in elementary and middle schools. An additional 131 law enforcement professionals were trained to facilitate the G.R.E.A.T. Families component. A total of **233,726 students in 3,656 middle schools**

and 135,040 students in 2,056 elementary schools completed the G.R.E.A.T. program, gaining life skills to help avoid delinquent behavior, involvement in gangs and substance abuse, and the use of violence to solve problems.

- OJP's Office of Audit, Assessment, and Management (OAAM) provided grantees and grant management staff with customized **training to help them manage their grants effectively**. Training was provided to nearly 300 OJP staff covering all functional aspects of the Grants Management System, which is used to manage all OJP grants, as well as grant processes, policies, and guidelines. In addition, OAAM conducted trainings at 33 OJP conferences.
- BJA launched a new, **free online grant writing training program** consisting of training modules on all aspects of grant writing, from planning to program development, sustainability, and evaluation.
- The Office of the Chief Financial Officer held 11 financial training and six Recovery Act classes for grantees and participated in 24 program office conference or training classes, **training over 2,500 grantees on proper financial management and stewardship** of OJP and OVW financial resources. Guidance was also provided through documents and dozens of trainings on how

Recovery Act data are to be collected, reported, and reviewed.

- The Office of the Chief Information Officer fielded more than **37,000 Grants Management System Help Desk calls** from OJP grantees and grant applicants.
- OJP reaches all sectors of the criminal and juvenile justice and victim services fields through participation in and **support of conferences**. Leadership from all OJP bureaus participated in the National Sheriff's Association Conference, International Association of Chiefs of Police Conference, and the American Probation and Parole Association Conference. OVC supported national conferences on victim's issues and state conferences to enhance victim services. NIJ staff and leadership presented research findings and served as discussants on numerous panels at the annual meeting of the American Society of Criminology. OJP also holds many important conferences, including the Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART) Office's National

Symposium on Sex Offender Management and Accountability, and NIJ's Annual Conference that brings together more than 1,700 criminal justice scholars, policymakers, and practitioners. NIJ made videos, audio recordings, and transcripts of many of their conference sessions available on their Web site.

- OJP **advised groups from several countries** on a variety of criminal and juvenile justice issues. In February, NIJ's International Center hosted officials from the Republic of Kazakhstan to learn more about NIJ, OJJDP, and BJA and discuss programs to prevent and reduce drug use in schools. In March, the CCDO Director met with another delegation from Kazakhstan to discuss work to reduce violent crimes, strengthen the community, and promote long-term community health and

resilience. CCDO's Director also met with a delegation from Brazil interested in learning how CCDO promotes collaboration with faith-based and community groups



FORMER NIJ ACTING DIRECTOR KRIS ROSE (CURRENT NIJ DEPUTY DIRECTOR) MODERATES THE PANEL ON THE VIOLENCE AGAINST WOMEN ACT AT THE 2010 NIJ CONFERENCE. PANEL MEMBERS ARE (FROM LEFT TO RIGHT)—LYNN ROSENTHAL, WHITE HOUSE ADVISOR ON VIOLENCE AGAINST WOMEN; BERNARD MELEKIAN, DIRECTOR, OFFICE OF COMMUNITY ORIENTED POLICING SERVICES; KAREN CARROLL OF THE BRONX, NEW YORK, SEXUAL ASSAULT RESPONSE TEAM; MICHAEL PAYMAR, MINNESOTA STATE REPRESENTATIVE; AND CATHERINE PIERCE, FORMER ACTING DIRECTOR, OFFICE ON VIOLENCE AGAINST WOMEN (CURRENT OJJDP ASSOCIATE ADMINISTRATOR).

... so we must make greater and more creative use of administrative record data. Finding new ways to use these data to inform policy at all levels of government is also important so that there is a seamless interconnection and symbiosis between federal, state, and local reporting and analyses.

—James P. Lynch, Director, Bureau of Justice Statistics (BJS), in Keynote Address at the BJS/Justice Research and Statistics Association 2010 National Conference

to prevent crime. The State Department's Bureau of International Narcotics and Law Enforcement Affairs awarded a grant to expand BJA's G.R.E.A.T. program in Central America after a pilot project demonstrated a visible impact on the lives of youth in the communities served by the G.R.E.A.T. officers.

- OJP helps state and local authorities combat ongoing public safety challenges through block grant programs such as the **Enforcing Underage Drinking Laws** (EUDL) initiative. OJJDP awarded block grants totaling more than \$20 million—or \$356,400 each—to the 50 states, territories, and the District of Columbia to support law enforcement, public education, and coalition building activities to address underage access to and consumption of alcohol. These funds are allocated to enforce state laws prohibiting the sale of alcoholic beverages to minors and to prevent the purchase or consumption of alcoholic beverages by minors. OJJDP

hosts a national leadership conference each year that draws close to 1,700 EUDL state/territory coordinators, enforcement officers, executives, military personnel, judges, prosecutors, probation officials, youth, government officials, staff members of community-based organizations, and other individuals concerned with underage drinking.

- OVC administered **\$5 million in discretionary Recovery Act funding to address critical gaps in victim service training and technical assistance resources**. The selected projects fell into eight categories—child abuse, elder abuse, forensic technology and victims, sexual assault, stalking, victim restitution, victim services in corrections settings, and youth victimization—and included a national scope project to improve the capacity of victim service providers and allied professionals to provide services

respectfully and appropriately to transgender sexual assault survivors.

- OJP reached out to **anti-human trafficking task forces** and **victim service providers** in many ways. OVC led DOJ efforts for the 2010 National Conference on Human Trafficking. In partnership with BJA, OVC hosted the first Anti-Human Trafficking Task Force Regional Training Forum, which brought together BJA-funded law enforcement task force grantees, OVC-funded victim services providers, and other task forces to strengthen local and regional efforts to combat human trafficking. OVC and BJA also collaborated to support and assist anti-human trafficking task forces in the United States in taking a comprehensive approach to both sex trafficking and labor trafficking of foreign nationals and U.S. citizens. OVC also hosted a meeting of Services for Domestic Minor Victims of Human Trafficking Grantees and a focus group to help

Alcohol is a serious and ongoing threat to the safety of our youth, their families, and our communities. OJP's commitment includes providing training programs that build on best practices and strong partnerships to prevent underage drinking.

—Jeff Slowikowski, Acting Administrator of the Office of Juvenile Justice and Delinquency Prevention

Using funding from OVC, FORGE has been able to provide more technical assistance and resources to victim service providers, helping them better serve their transgender clients.

—Michael Munsun, Executive Director, Forge, Inc., a nonprofit organization that helps victim service providers meet the needs of transgender victims

inform DOJ's response to human trafficking in Indian Country.

- OJJDP awarded grants to four law enforcement agencies under the Internet Crimes Against Children (ICAC) **Task Force Strategies for Protecting Children at High Risk for Commercial Sexual Exploitation Program**. The grants supported ICAC program enhancements such as training and technical assistance, policy development to identify victims of commercial sexual exploitation, investigations and prosecutions of adults who sexually exploit children for commercial purposes, and development of victim services in cases where technology is used to facilitate exploitation. OJJDP also released the bulletin *Effects of Federal Legislation on the Commercial Sexual Exploitation of Children*, which examines the impact of the Victims of Trafficking and Violence Protection Act of 2000 on the federal prosecution of cases of children who are sexually exploited for commercial purposes. The research found that the numbers of commercial sexual exploitation of children investigations, case filings, convictions, and sentences to prison have increased each year since the law was passed.

- OVC reaches thousands of **victims of sexual assault** through online and telephone hotline services provided by the Rape, Abuse, and Incest National Network (RAINN). The National Sexual Assault Online Hotline averages 1,900 visitors per month. In the two days following the February 15, 2010, episode of *The Oprah Winfrey Show*, which featured a member of RAINN's speakers' bureau sharing his story of survival after being raped by his mother from age 8 to 11, the hotlines experienced a 689 percent increase in calls and online sessions initiated as well as 22,300 visitors to the RAINN Web site.

- The BJA-funded Regional Information Sharing System (**RISSafe**) deconfliction program supports law enforcement officers across the country by storing and maintaining data on planned law enforcement events, such as raids, controlled buys, and surveillance, with the goal of identifying and alerting affected agencies and officers of potential conflicts. As of September 30, 2010, more than 252,779 operations were entered into RISSafe, resulting in the **early identification and prevention of 82,078 operational or event conflicts between state, local, and**

federal agencies, including many federally supported task forces such as High-Intensity Drug Trafficking Areas. In addition, 16 RISSafe Watch Centers are operational throughout the country and more are being established. Without the use of RISSafe, law enforcement agencies may interfere with each other's cases, causing investigative efforts to be disrupted or, worse, officers to be unintentionally hurt or killed.

- OVC debuted an online, **interactive training, "Identity Theft: Supporting Victims' Financial and Emotional Recovery,"** which was accessed by more than 4,000 professionals and received an award for excellence in interactive multimedia. OVC shared best practices regarding child identity theft through a Web forum addressing areas such as the needs of foster children and the need for further research. OVC also released the electronic publication, *Expanding Services to Reach Victims of Identity Theft and Financial Fraud* and hosted a meeting with identity theft experts to explore how to protect and respond to the needs of children whose personal identifying information is compromised, thus jeopardizing their future credit. OVC facilitated the OJP Working Group on

Sally was 17 when she was introduced to our program after trying to convince a prosecutor that she was not a trafficking victim and asking what she could do on behalf of her "boyfriend"—her trafficker—to help him get out of jail. With the help of STOP-IT, she was able to move back in with her parents, obtain her GED, complete a job training program, and get a job.

—Erin Knowles, LCSW, Program Manager, STOP-IT, The Salvation Army Family and Community Services (OVC Human Trafficking Grantee)

Identity Theft, led by the Principal Deputy Assistant Attorney General. In partnership with other government and private industry leaders, the group sponsored the national cyber security awareness messaging campaign “Stop. Think. Connect.” and promoted October as National Cyber Security Awareness Month.

- OVC administered more than **\$610 million in formula grants to support crime victims**. The funding was awarded under the Victims of Crime Act and comes from the Crime Victims Fund, which is composed of fines, penalty assessments, and bail forfeitures collected from convicted federal criminals.

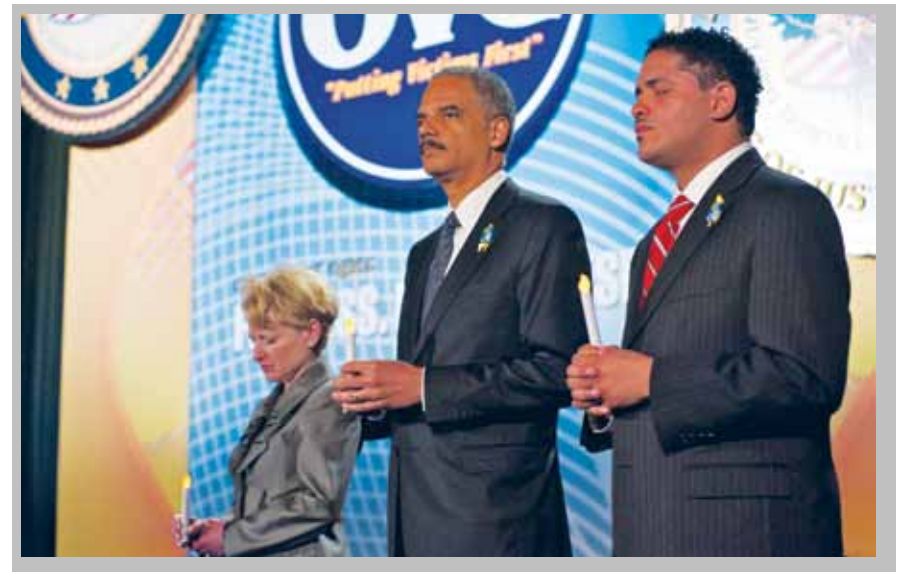
- BJS released the report **Identity Theft Reported by Households, 2007 – Statistical Tables**, which showed that in 2007, in 7.9 million households (about 6.6 percent of all households in the United States) at least one member had been a victim of one or more types of identity theft. From 2005 to 2007, the number of households that experienced credit card theft increased by 31 percent and the number that experienced multiple types during the same episode increased by 37 percent. (See article on p. 14.)
- OJP’s **AMBER Alert** program, which is administered by OJJDP, is reaching even more people after expanding to Canada, Mexican border states, and Indian

Country. The AMBER Alert Secondary Distribution Program extends the reach of AMBER Alerts further via Internet providers, outdoor digital signage systems, and coordinated highway networks. OJJDP provided intensive training to hundreds of local, state, tribal, and federal law enforcement officers from the United States and Mexico to stop child abductions in both countries. Baja California became the first Mexican state to have an AMBER Alert plan.

- OVC is uniquely positioned to **support communities in need of assistance after an episode of mass violence or other major tragedy**. In February, OVC conducted outreach to the Alabama

Every day, innocent citizens are victimized in their homes, communities, and, increasingly, from cyberspace. The Crime Victims Fund grants are critical to state and local public and nonprofit organizations to ensure crisis hotline calls get answered, emergency shelters remain open, and victims have the ability to receive counseling. We remain committed to victims and providing them the support they need.

—Joye E. Frost, Acting Director, Office for Victims of Crime



AT THE 2010 NATIONAL OBSERVANCE AND CANDLELIGHT CEREMONY, ATTORNEY GENERAL ERIC HOLDER (CENTER) OBSERVES A MOMENT OF SILENCE WITH OJP ASSISTANT ATTORNEY GENERAL LAURIE ROBINSON (LEFT) AND KEYNOTE SPEAKER WILLIAM KELLIBREW (RIGHT).

Department of Economic and Community Affairs Victim Assistance Administrator after the University of Alabama faculty shootings, which left three dead and three wounded. An OVC grantee provided counseling services to the survivors of the victims. In Delaware, after a pediatrician was indicted for the molestation of 103 children, OVC offered the State of Delaware access to specialized, expert technical assistance through the OVC Training and Technical Assistance Center. Additionally, the OVC Director reached out to Delaware state leadership regarding Victims of Crime Act formula funds, which were used to provide direct services to the victims and their families; support outreach to the Spanish-speaking victims; and provide training to ensure that services were appropriate and effective.

- BJA's Public Safety Officers' Benefits (PSOB) program provides death and education benefits to survivors of law enforcement officers, firefighters, and other first responders, as well as disability benefits to officers catastrophically injured in the line of duty. **The PSOB Office distributed an updated PSOB information kit to nearly 60,000 public safety**

agencies across the United States and unveiled its PSOB Call Center.

The PSOB Office also partnered with the Officer Down Memorial Page, the Concerns of Police Survivors, and the National Fallen Firefighters Foundation, Inc. to conduct proactive outreach to public safety agencies nationwide to improve awareness of the benefits of the PSOB Office, conduct immediate outreach to all survivors with potential line-of-duty deaths, identify and collect accurate and timely information regarding fallen public safety officers whose survivors may be eligible for the PSOB Death Benefit, and provide expert technical assistance in filing PSOB death claims.

- OJP's **Office of Communications** (OCOM) issued more than 140 press releases announcing newly released publications, grant awards, and major agency initiatives and events. OCOM responded to countless media inquiries and numerous congressional inquiries, including developing briefing materials for congressional hearings in coordination



ATTORNEY GENERAL ERIC HOLDER (CENTER) TAKES A MOMENT TO THANK BJA'S PUBLIC SAFETY OFFICERS' BENEFITS PROGRAM DIRECTOR HOPE JANKE (LEFT) AND STAFF FOR THE IMPORTANT WORK THEY DO IN SUPPORT OF PUBLIC SAFETY OFFICERS AND THEIR FAMILIES.

with OJP components. In addition, OCOM provided support for more than 100 speaking engagements of the Office of the Assistant Attorney General and reached out to stakeholder organizations across the country to facilitate information-sharing efforts on cutting-edge criminal and juvenile justice issues.

BJA and the PSOB Office want survivors and agencies that experience a line-of-duty death or catastrophic injury to know that "PSOB Cares"—beginning with a live voice on the other end of the telephone line when the first call for assistance is made.

—Hope Janke, Director, PSOB Office

SECOND CHANCES AND FAMILY FIRSTS

Joe* didn't want to see his kids, and he didn't want to talk to his wife. To outsiders, his feelings may seem inexplicable. His son is an honor student, and his stepdaughters are typical teenagers. Why wouldn't Joe want to be involved in their lives? Joe was in jail serving a two-year sentence for drug possession and distribution.

"When Joe first started our treatment program, he was adamant that he didn't want his kids to be a part of it," explains Michael Barfield, a lead



SECOND CHANCE ACT GRANT RECIPIENTS DISCUSS THEIR REENTRY WORK WITH BJA STAFF. PICTURED FROM THE LEFT ARE LEAH KANE, NATIONAL REENTRY RESOURCE CENTER, COUNCIL OF STATE GOVERNMENTS JUSTICE CENTER; DANA PHILLIPS, CHIEF OPERATING OFFICER, ALLEGHENY CORRECTIONAL HEALTH SERVICES; ALOYSIUS JOSEPH, PH.D., DIRECTOR OF SUBSTANCE ABUSE TREATMENT PROGRAMS, ALLEGHENY CORRECTIONAL HEALTH SERVICES; GARY DENNIS, PH.D., SENIOR POLICY ADVISOR FOR CORRECTIONS, BJA; AND MICHAEL BARFIELD, LEAD CLINICIAN, ALLEGHENY CORRECTIONAL HEALTH SERVICES.

clinician with Allegheny Correctional Health Services in Pittsburgh, Pennsylvania. "After 12 weeks, he is now in contact with his spouse and has started to talk to his children about where daddy is and why he is there."

Joe is part of a unique program that combines substance abuse treatment and family-based services for incarcerated adult fathers. The program is supported by a Second Chance Act grant from the Bureau of Justice Assistance (BJA). The Second Chance Act addresses the challenges of reentry by providing assistance to help former inmates successfully transition from prison or jail back to their communities. In Fiscal Year 2010, the Office of Justice Programs awarded approximately \$100 million to support both adult and juvenile reentry efforts across the country (see p. 3).

Allegheny Correctional Health Services used BJA funding to involve families like Joe's in the treatment process for the first time. "Families can be a major source of support, and this grant has allowed us to add an additional component to drug and alcohol treatment," says Chief Operating Officer Dana Phillips. Inmates who are parents have to learn to co-parent with their partners on the outside and to understand how their decisions impact their entire family, she notes.

"Joe had this happy-go-lucky attitude. He struggled to assess himself and understand his role in the family. His approach had always been to bury his anger and go hang with the guys and engage in criminal behaviors," Phillips says. Joe is now preparing for coached family visits including his children and will participate in ongoing treatment following his release in several months.

Through the Allegheny County Jail Collaborative, the Correctional Health Services team will work with other local providers, including other Second Chance Act grantees, to ensure that Joe's recovery continues once he is back in the community. Partner agencies provide services ranging from cognitive behavioral therapy to employment training to help ensure former inmates don't fall into old patterns.

"Without these programs, we would continue to see that in-and-out process. Nearly all of these inmates have substance abuse problems, and they don't know how to reintegrate into their families, let alone their communities. If they don't deal with these issues, they are just going to repeat the cycle," Barfield says.

Nearly all of these inmates have substance abuse problems, and they don't know how to reintegrate into their families, let alone their communities. If they don't deal with these issues, they are just going to repeat the cycle.

—Michael Barfield, Lead Clinician, Allegheny Correctional Health Services, Pittsburgh, PA

Working with their local and federal partners, Allegheny Correctional Health Services is beginning to change minds and improve lives. Joe now realizes that he has many partners in his recovery, and that his wife and children are chief among them.

"He's expressing his emotions with his wife a lot better. There is still a lot of fear, but he now sees the importance of opening up in his recovery," concludes Barfield. During his first family visit, Joe will apply what he's learned in treatment to build a better relationship with his family and make the most of his second chance at a bright future.

**Names have been changed.*

RECLAIMING HER **STOLEN IDENTITY**

Typically, families return from vacations with a few souvenirs, some priceless memories, and often minus a few personal belongings—lost sunglasses and misplaced t-shirts. But becoming a victim of a serious crime is the kind of vacation experience that can have lifelong consequences, as Jennifer*, a teenager traveling with her family, learned to her enduring frustration.

During a childhood trip to Mexico, Jennifer's birth certificate and social security card were stolen. The family was upset, but not overly alarmed. They returned home, replaced the stolen documents, and life went back to normal.

Meanwhile, however, the thief sold Jennifer's documents to a young woman in Mexico, who crossed the border and started a life in Nebraska. The imposter received an education, found a job, opened bank accounts and credit card accounts, got married, and had a child—all using Jennifer's identity.

Years later, when Jennifer began applying for credit, she was repeatedly denied. She was also contacted about cell phone charges and other bills she didn't recognize. After reporting her problems to law enforcement officers in Colorado, she was shuffled from one agency to another because of jurisdictional issues.

After years of struggling with little institutional help, Jennifer finally connected with several Office for Victims of Crime (OVC) grantees and began receiving assistance in reclaiming her identity (see p. 10). Her journey started with the Identity Theft Action Council of Nebraska and former Director Jaimee Napp, who connected Jennifer with Nebraska Department of Motor Vehicles fraud investigators. The investigators worked with Immigration and Customs Enforcement agents, and the imposter was arrested in less than two weeks.

Napp also referred Jennifer to the Victims Initiative for Counseling, Advocacy, and Restoration of the Southwest (VICARS) to begin to repair her credit. "We gave Jennifer the tools she needed to be able to separate her credit history from that of her impostor," explains Paula Pierce, a managing attorney with VICARS.

But Jennifer's ordeal wasn't over. A judge, citing the offender's community ties and her child, released her on bond, and she promptly fled. VICARS then referred Jennifer to another OVC grantee, the Maryland Crime Victims' Resource Center (MCVRC), for help with the ongoing process of prosecuting the offender. Under funding from OVC, MCVRC assists crime victims of identity theft and fraud whose offenders are prosecuted in federal court.

MCVRC used its contacts to have Jennifer's case featured on the popular TV program *America's Most Wanted* and to this day continues to seek justice for Jennifer. MCVRC's attorneys filed the necessary paperwork in the U.S. District Court so that when the offender is arrested, they will be notified and can assist Jennifer in securing her rights under federal law.

"[Jennifer's] case really shows the extreme consequences someone can suffer because of this crime," notes MCVRC Executive Director Russell Butler.

Pierce echoes his sentiments. Local law enforcement agencies frequently lack the resources to pursue a thief who has fled to other jurisdictions, she points out. This, in turn, incentivizes criminals. "As long as identity theft remains a high-reward and low-risk crime, more and more people are going to commit the crime," she says.

According to the Bureau of Justice Statistics' (BJS) *Identity Theft Reported by Households, 2007 – Statistical Tables*, Pierce is right. BJS found that 6.6 percent of all households in the United States discovered that at least

one member had been a victim of identity theft in 2007. This represents a 23 percent increase in identity theft from 2005 to 2007.

Despite the increasing prevalence of the crime, victims still face many challenges. "There tends to be this mentality that this is just a property crime, so it's OK," Butler points out. Pierce adds, "Identity theft victims can suffer from extreme emotional distress as a result of victimization."

Unfortunately, as Napp explains, identity theft cases are rarely quick and easy to resolve. "For many of these victims, identity theft is a continuous battle that will last a lifetime," she says.

As Jennifer continues to work to reclaim her identity and bring her impostor to justice, she is grateful for the assistance of a network of OVC-supported victim service providers. With their help, she is in the process of ending the nightmare that began as a seemingly minor hiccup in a fun family vacation.

**Names have been changed.*

We gave Jennifer the tools she needed to be able to separate her credit history from that of her impostor.

—Paula Pierce, Managing Attorney, Victims Initiative for Counseling, Advocacy, and Restoration of the Southwest



COLLABORATION

Crime knows no jurisdictional boundaries. Therefore, combating crime and promoting safety throughout the country requires collaboration across federal, state, local, and tribal levels. This includes partnering with the men and women who protect our streets, mentor our youth, help our crime victims, and serve so many vital public safety functions.

The Office of Justice Programs (OJP) works with criminal and juvenile justice and victim service professionals, policymakers, and other federal

agencies to forge strong partnerships that yield appreciable results in cities, towns, and communities. From frontline practitioners to criminal justice researchers and from policymakers on Capitol Hill to program managers in every corner of the country, OJP is dedicated to working with all of our stakeholders to develop and support programs that best meet the needs of diverse communities.

This chapter focuses on OJP's dedication to seeking new alliances and strengthening existing partnerships.

INPUTS AND OUTCOMES

This section highlights OJP collaborations with federal agencies and tribal governments as well as within the Department of Justice (DOJ). Leadership and staff participation in cross-cutting working groups and task forces are described, as are OJP partnerships with stakeholder groups such as philanthropic foundations, academia, nonprofit groups, and private agencies. Collaborative efforts of OJP grant recipients are also noted here.

- Key collaborative efforts at OJP focused on the areas of **youth violence prevention, neighborhood revitalization, and continuing work with philanthropic foundations.**

- Listening sessions were held with government officials and community stakeholders in six cities across the country to discuss their participation in the **National Forum on Youth Violence Prevention**. These sessions laid the foundation for a collaboration among the Departments of Justice, Education, Health and Human Services, and other federal agencies to, at the direction of the President, work with participating localities to share challenges and promising strategies about what works in preventing youth and gang violence and explore how federal agencies can better support local efforts.

- **Partnerships with philanthropic foundations** begun in FY 2009 were fostered in FY 2010 through interest group meetings. For example, the reentry and justice reinvestment interest group composed of OJP and philanthropic partner representatives continued discussions on related projects and ways to collaborate.
- The **Neighborhood Revitalization Initiative** (NRI), a White House-led collaboration between the Departments of Justice, Education, Housing and Urban Development, Health and Human

Services, and Treasury, held regular meetings to strategize about how to best engage and support communities in need. Office of Juvenile Justice and Delinquency Prevention (OJJDP), Bureau of Justice Assistance (BJA), National Institute of Justice (NIJ), and Community Capacity Development Office (CCDO) staff, along with the Office of the Assistant Attorney General participated in this ongoing initiative. NRI agencies began drafting interagency agreements to integrate place-based programs in distressed neighborhoods and coordinate funding for the Promise Neighborhoods, Choice Neighborhoods, and Byrne Criminal Justice Innovation programs, pending approval of appropriations.



ATTORNEY GENERAL ERIC HOLDER (CENTER) MEETS WITH MEMBERS OF THE COORDINATING COUNCIL ON JUVENILE JUSTICE AND DELINQUENCY PREVENTION.

OJP also assisted in NRI's development of the Building Neighborhood Capacity Program Training and Technical Assistance Coordinator to support a program aimed at assisting the nation's neediest neighborhoods with comprehensive planning and development activities.

- The **Coordinating Council on Juvenile Justice and Delinquency Prevention**, chaired by the Attorney General and administered by OJJDP, identified the following high-priority areas for interagency collaboration: education and at-risk youth; tribal youth and juvenile justice; juvenile reentry; and racial and/or ethnic disparities in the juvenile justice and related systems. The Council's 2010 work plan included the creation of interagency issue teams that conducted an in-depth assessment of each issue and produced a set of recommendations. Over the course of the year, the teams analyzed policies, legislation, budgets, regulations, and practices that foster or hinder effective collaboration between federal, state, tribal, and local partners. Council members include cabinet members and other federal government leaders, as well as practitioners from courts, nonprofit organizations, and academia.

- DOJ, in close coordination and partnership with the Department of Homeland Security, the FBI, and the Office of the Program Manager for the Information Sharing Environment established the **Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)** Program Management Office within BJA. NSI establishes a national capacity for gathering, documenting, processing, analyzing, and sharing information about terrorism-related suspicious activities. Since the program's inception, more than 5,000 law enforcement officers have been trained in identifying, reporting, evaluating, and sharing pre-incident terrorism indicators. More than 7,000 reports of suspicious activities (or SARs) that are potentially terrorism-related have been identified. The work of the NSI is supported by many major law enforcement organizations and associations and is closely guided by the recommendations of the Global Justice Sharing Advisory Committee, an advisory committee to the Attorney General on information sharing in the justice community.
- BJA continued its collaborative efforts in support of the **National Information Exchange Model (NIEM)**. What began as a collaborative effort between DOJ and the Department of Homeland Security is now being examined by all cabinet-level departments to determine the feasibility of leveraging NIEM to support their own information sharing needs. The NIEM framework added the following new domains:

- Family services groups are now participating in NIEM, attempting to define data exchanges required to facilitate child support/welfare, child protection, youth services, and juvenile justice.
 - The maritime awareness domain facilitates coordination of homeland security efforts along the nation's waterways and seaports.
 - The chemical, biological, radiological, and nuclear domain enables greater detection and prevention capabilities to guard against catastrophic events on U.S. soil.
- NIJ and Harvard University's Kennedy School of Government held the closing meeting of the **Harvard Executive Session on Policing and Public Safety** on June 17-19, 2010. Engaging and provocative discussions between researchers and the law enforcement community over a 30-month period produced several papers. Seven papers were under development in FY 2010, of which "The Changing Environment for Policing, 1985-2005," was published in September 2010 with the rest following shortly thereafter. BJA also collaborated with the Kennedy School of Government, along with the State Justice Institute and the

National Center for State Courts on the **Executive Session for State Court Leaders in the 21st Century**. Extending over three years beginning in FY 2008, prominent state judicial leaders with the support of the Conference of Chief Justices and the Conference of State Court Administrators embarked upon an intensive and provocative exploration of the challenges facing America's state courts and how they can be addressed.

- OJP leadership and staff participated in numerous collaborative **working groups and task forces** that address pressing issues and cut across a variety of disciplines. Examples include the Improving Federal Prosecution in Indian Country Workgroup meeting sponsored by the Office for Victims of Crime (OVC), the Executive Office of U.S. Attorneys, and the Office of National Drug Control Policy's Drug Demand Reduction Interagency Workgroup, which included participation from BJA and OJJDP leadership and staff, as well as OJP's Principal Deputy Assistant Attorney General (AAG).

NIJ sits on the Federal Agency Coordinating Committee of the Interagency Board for Equipment Standardization and Interoperability, which is the responder

community's voice for equipment performance. It also participates on the Technical Support Working Group, which coordinates federal research and development efforts to combat terrorism, and the National Science and Technology Council's subcommittee on Domestic Improvised Explosive Devices. NIJ staff members serve as counsel to the Office of the Associate Attorney General in its efforts to shape the proposed National Public Safety Broadband Network to ensure that the law enforcement responder's needs are addressed. NIJ also drafted the public safety portion of the National Broadband Plan and collaborated with the Federal Communications Commission and the Departments of Commerce and Homeland Security to address the unique technology challenges of the National Safety Broadband Network.

- OJJDP's **Internet Crimes Against Children (ICAC)** Task Force program is one of OJP's largest collaborative efforts. This national network of **61 coordinated task forces represents more than 3,000 federal, state, and local law enforcement and prosecutorial agencies** that conduct investigations, forensic examinations, and prosecutions related to online child victimization and pornography. OJJDP awarded more than \$30 million to support

[Suspicious Activity Reporting] frontline training has helped Virginia's state and local law enforcement understand our intelligence and collection needs.

— 1st Sgt. Stephen Irwin, Virginia State Police

the 61 task forces, provide training and technical assistance, and support research on the scope and consequences of child exploitation. ICAC Task Forces arrested more than 4,400 individuals in FY 2010 and more than 1,700 defendants accepted a plea agreement in lieu of a trial. Since the program's inception in 1998, the ICAC task forces have reviewed more than 180,000 complaints of alleged child sexual victimization resulting in the arrest of more than 21,000 individuals.

ICAC Task Force successes include a Georgia ICAC Task Force collaborative effort known as "Operation

Restore Hope" that led to 67 arrests and the seizure of 312 computers. This statewide endeavor involved 24 local agencies, four federal agencies, including the FBI, and the three U.S. Attorneys' Offices in Georgia. (See article on p. 26.)

- The OJJDP-supported **Reclaiming Futures** initiative supporting juvenile drug courts is an excellent example of a private/public collaboration. Reclaiming Futures is an initiative of the Robert Wood Johnson Foundation (RWJF), in collaboration with OJJDP and the Department of Health and Human Services' Center for Substance Abuse Treatment (CSAT). The model

unites juvenile courts, probation, adolescent substance abuse treatment, and the community to reclaim youth. Together, they work to improve drug and alcohol

treatment and connect teens to positive activities and caring adults. To expand the Reclaiming Futures model into an additional three juvenile drug courts, OJJDP awarded funding for the operation of the courts, CSAT awarded a grant for the treatment component, and RWJF is providing technical assistance to implement the model.

- The CCDO and IRS Weed and Seed **Volunteer Income Tax Assistance (VITA)** partnership promotes asset building as a fundamental strategy for neighborhood restoration. It encourages community collaboration to assist low-income families living in Weed and Seed communities in meeting their tax obligations by providing educational outreach, free tax preparation, and free electronic filing of federal tax returns. It also provides an avenue for financial literacy and asset-building training. During the 2010 tax season, 91 Weed and Seed VITA center locations helped return \$39.1 million in tax refunds to Weed and Seed



OJP PRINCIPAL DEPUTY ASSISTANT ATTORNEY GENERAL MARY LOU LEARY OPENS THE SMART OFFICE NATIONAL SYMPOSIUM NOTING, "BY COMMUNICATING, WORKING TOGETHER, AND SHARING INFORMATION, WE ARE LAYING THE GROUNDWORK FOR A SEAMLESS WEB OF REGISTERED SEX OFFENDER INFORMATION." SMART OFFICE DIRECTOR LINDA BALDWIN LISTENS.

As a taxpayer, I want value for my dollar, and [juvenile drug courts] provide bang for your buck. We've been able to reduce the use of juvenile detention dramatically, and we've also seen a reduction in the use of juvenile prison at the state level.

—Judge James S. Rapp, Hardin County Juvenile and Probate Courts, Kenton, Ohio

residents. This amount includes \$14.3 million in Earned Income Tax Credits and \$7.2 million in Child Tax Credits.

■ The **Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART) Office** is involved in collaborative efforts around the country in support of the national implementation of a **comprehensive sex offender registration and notification system**. The SMART Office:

- Worked with the FBI forensics lab to enable tribes to submit DNA from registered sex offenders directly to the FBI when systems are not in place to submit to the state. The SMART Office also worked with multiple DOJ components on information sharing resources for tribes to help them substantially implement the Sex Offender Registration and Notification Act (SORNA).
- Responded to extension requests for substantial implementation of SORNA from 237 registration jurisdictions (including states, territories, and tribes). Two states and two tribes achieved

substantial SORNA implementation, bringing the total number of jurisdictions achieving implementation to six. Throughout the year, the SMART Office continued to respond to hundreds of technical assistance requests concerning SORNA implementation on topics such as deadlines, juvenile sex offender registration, SORNA tier categories, grant funding, guidelines, and software.

- Awarded 49 grants totaling \$9.1 million to support Adam Walsh Act implementation and an additional grant to help maintain, operate, and enhance the Dru Sjodin National Sex Offender Public Web Site, a site that includes an advanced search tool allowing a user to submit a single national query to obtain information about sex offenders; a listing of public registry Web sites by state, territory, and tribe; and information on sexual abuse education and prevention. (See article on p. 28.)



THE TRIBAL JUSTICE ADVISORY GROUP ISSUED THEIR FINAL REPORT IN AUGUST 2010. THEY ARE PICTURED (LEFT TO RIGHT) AT A MARCH 2010 MEETING AT OJP: SEATED: CO-CHAIR HOPE MACDONALD LONE TREE, COUNCILWOMAN, NAVAJO NATION; CO-CHAIR JUANA MAJEL DIXON, COUNCILWOMAN, PAUMAYUIMA BAND OF MISSION INDIANS; LAURIE ROBINSON, ASSISTANT ATTORNEY GENERAL, OJP; AND DEBRA GEE, DEPUTY ATTORNEY GENERAL, CHICKASAW NATION. STANDING: GARY HARRISON, TRADITIONAL CHIEF, CHICKALOON NATIVE VILLAGE; JACOB CABUAG, 5TH VICE PRESIDENT, TLINGIT & HAIDA TRIBES OF ALASKA; GREG ABRAHAMSON, VICE CHAIRMAN, SPOKANE TRIBE; JACQUELINE JOHNSON PATA, EXECUTIVE DIRECTOR, NATIONAL CONGRESS OF AMERICAN INDIANS; STACEY BOHLEN, EXECUTIVE DIRECTOR, NATIONAL INDIAN HEALTH BOARD; DIANE ENOS, PRESIDENT, SALT RIVER PIMA-MARICOPA INDIAN COMMUNITY; ROBERT BRYANT, CHIEF OF POLICE, PENOBSCOT INDIAN NATION; ROGER TRUDELL, CHAIRMAN, SANTEE SIOUX NATION; AND EUGENIA TYNER-DAWSON, EXECUTIVE DIRECTOR OF THE DOJ JUSTICE PROGRAMS COUNCIL ON NATIVE AMERICAN AFFAIRS AND OFFICE OF THE ASSISTANT ATTORNEY GENERAL SENIOR POLICY ADVISOR FOR TRIBAL AFFAIRS, OJP.

The SMART Office is working with jurisdictions to create the seamless web of public sex offender databases and law enforcement sharing envisioned by SORNA.

—Linda Baldwin, Director, Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART)

- NIJ's **draft standard for equipment to protect law enforcement officers responding to situations involving chemical, biological, radiological, and nuclear (CBRN) hazards** is the culmination of several years of collaborative partnerships with the Department of Homeland Security; the U.S. Army Natick Soldier Research, Development, and Engineering Center; police organizations; and the National Fire Protection Administration. This has been one of the law enforcement community's highest priority technology needs and will improve the protection of police responders to CBRN events, including toxic spills and methamphetamine labs.



OJJDP ACTING DIRECTOR JEFF SLOWIKOWSKI (CENTER) IS PICTURED SEATED WITH THE JUSTICE WORKING GROUP ON CHILDREN DURING THEIR APRIL 2010 MEETING AT OJP. OJJDP DEPUTY DIRECTOR MELODEE HANES (FAR RIGHT, MIDDLE ROW) IS THE LEAD COORDINATOR FOR THE GROUP.

- OJP's Justice Programs Council on Native American Affairs in the Office of the AAG developed and led a collaboration with other DOJ components and **Alaska Native leadership in assessing existing and needed Alaska Native public safety and justice programming**. OJP held meetings with Alaskan tribal, state, and local representatives to discuss challenges and priorities. Regional and village site visits increased the department's understanding of rural and remote public safety access issues, laying the groundwork for increasing DOJ assistance to Alaskan tribal communities. As a result, an Alaska Native Action Team continues working together on solutions to address crime for Alaska Native communities. Additionally, OVC established an interagency agreement with the Indian Health Services that expanded the availability of culturally appropriate victim services in remote communities.

- Another major collaborative effort of OJP's Justice Programs Council on Native American Affairs involves leading tribal consultation, training, and technical assistance sessions involving several DOJ components and other federal departments with the goal of increasing tribal capacity, capability,

and information sharing. These **Interdepartmental Tribal Justice, Safety, and Wellness Sessions**, held primarily at Indian Country sites, have trained over 5,000 participants on alcohol and substance abuse, tracking sex offenders, preventing and responding to domestic violence, establishing tribal courts, and alternatives to detention facilities. The FY 2010 sessions were held in conjunction with OVC's Indian Nations Conference. Participating agencies have grown from OJP and the Department of Health and Human Services' Substance Abuse and Mental Health Services Administration to 10 agencies in five federal departments who coordinate financial and programmatic resources and host interdepartmental formal tribal statutorily mandated consultation sessions.

- OJJDP partnered with the **National Commission on Children and Disasters** to explore creative ways to support state planning activities pertaining to disaster preparedness of youth-serving systems across the nation. OJJDP leads the **Justice Working Group on Children and Disasters**, which is composed of experts in emergency preparedness, juvenile justice, health and human services, courts, and education. The working group prepared a guidance document that will assist decision makers in developing plans to ensure the safety and well being of youth in custody in the event of a disaster.
- OJJDP joined with the Annie E. Casey Foundation to fund an **expansion of the Juvenile Detention**

Evidence in Action

■ OJP's **Evidence Integration Initiative (E2I)** continued its focus on **improving the synthesis and translation of social science research findings to inform practice and policy** in criminal justice, juvenile justice, and victim services. As part of E2I, OJP created two internal Evidence Integration Teams to **examine research findings** and to seek answers to a broad range of practical questions related to two topic areas: gangs and children exposed to violence. These topics were selected because they present significant challenges for the field and are priorities for OJP. The teams were composed of representatives from across OJP, the Office on Violence Against Women, and the Office of Community Oriented Policing Services. Their

findings will be used to inform and guide OJP decision making and policy.

- The National Institute on Drug Abuse partnered with NIJ on a **research initiative** to address one of the nation's drug priorities: **methamphetamine**. This initiative will integrate epidemiology with behavioral and economic studies of the composition and dynamics of drug markets, including drug manufacture, sale, and use. Findings from these studies will increase OJP's capacity to integrate drug and crime research, practice, and policy.
- OJJDP and the American Youth Policy Forum (AYPF) hosted the forum, **Tribal Youth Program (TYP): Empowering Youth in Indian Country**, on Capitol Hill. The forum showcased the OJJDP/AYPF report

Strengthening Indian Country Through Tribal Youth Programs, which, through detailed case studies of five TYP grantees, examines how the OJJDP program is improving the lives of tribal youth and strengthening families. Leaders from each of the five tribes participated in the event

- BJA supported the National Judicial College in a collaborative effort with the Center for Substance Abuse Treatment and the National Institute on Drug Abuse focused on **providing judges with training and technical assistance on the science of addiction and models of system change**, including the integration of substance abuse treatment into judicial decision making.

As part of our Evidence Integration Initiative (E2I), OJP established Evidence Integration Teams to synthesize evidence on specific justice topics and develop principles for practice.

—Laurie O. Robinson, Assistant Attorney General, Office of Justice Programs

Alternatives Initiative (JDAI) that provides training and technical assistance to states and communities implementing JDAI. Their objectives include eliminating the inappropriate or unnecessary use of secure detention, minimizing re-arrest and failure-to-appear rates pending adjudication, ensuring appropriate conditions

of confinement in secure facilities, redirecting public finances to sustain successful reforms, and reducing racial and ethnic disparities.

- The **Office of Administration's Support Services Division** collaborated with OJP bureaus and

offices to respond to 2,445 pieces of correspondence from OJP grantees, stakeholders, policymakers, and the general public. They facilitated collaborations of criminal and juvenile justice professionals within and outside of OJP through their logistical support of nearly 700 large meetings held during the course of the year.

■ The **Office of the Chief Financial Officer** (OCFO) worked collaboratively with OJP's bureaus and program offices to develop **performance measures** for each grant program and to develop a performance measures catalog that can be used to search for and select performance measures. This interoffice collaboration included developing plans to implement guidelines for performance measurement and monitoring; training on performance measures, data collection,

and analysis; and analysis of existing performance data.

■ OCFO led the development of the congressionally mandated **spending plan** for OJP's \$3.2 billion in appropriations and led a lengthy period of coordination, briefings, and negotiations among department-level and congressional staff and OJP bureaus and offices to obtain congressional approval on the spending plan.

■ The **Office of Equal Employment Opportunity** (EEO) worked within the Department, as well as with other agencies, to improve communication and education about EEO-related issues throughout the federal government. Within OJP, employees and management were encouraged to work with EEO to recognize their common goals. As a result, there was a decline in EEO-related complaints and an increase in the use of alternative dispute resolution to address complaints.

AN EXTRAORDINARY COMMON PURPOSE

A 13-year-old girl is rescued only hours after an online predator kidnapped her near her school. A successful California businessman, who also happens to be a serial rapist who documents his crimes online, now faces 100 years in prison. Three hours after making plans to travel to Texas to solicit sex from a 15-year-old boy, a Florida man finds himself in police custody.

These are just some of the successes of the law enforcement officers and prosecutors who serve on the 61 Internet Crimes Against Children (ICAC) Task Forces throughout the country. The ICAC Task Force Program assists federal, state, and local law enforcement and prosecutorial agencies in responding to technology-facilitated crimes against children, including child pornography and cyber enticement. The Office of Juvenile Justice and Delinquency Prevention (OJJDP) provides the task forces with vital training and technical assistance, as well as support for forensic and investigative components, victim services, and community education (see p. 20).

“Because of the training we’ve received from the Department of Justice, and because we work as a task force, we’re able to do things others aren’t,” says Lieutenant Andrea Grossman of the Los Angeles Police Department. Training is essential for ICAC members, she explains, because online criminals’ tactics and the language of the Internet are constantly evolving.

Lt. Grossman tells the story of Emily*, the 13-year-old girl who was kidnapped not far from her school. Although her parents had taken away her computer at home, she continued chatting with a man she thought was a friend using a school computer. When Emily posted a photo of herself wearing her school sweatshirt, the criminal struck. He found her school and abducted her.

Within eight hours of her disappearance, the ICAC Task Force was able to bring her home. They used online investigative techniques and cell phone tracking technology to quickly locate Emily and arrest her kidnapper.

In another case, Lt. Grossman and her team were able to apprehend a well-known businessman who was also a serial rapist who used the Internet to plot his crimes. “He thought he was untouchable. Now, he is facing more than 100 years in prison,” she says.

In these cases and many others, ICAC Task Forces are often able to secure confessions, avoiding lengthy and expensive trials. “We have a 95 percent confession rate because we have been trained in how to talk to people, how to investigate and document cases, how to work together,” Lt. Grossman explains.

Beyond securing confessions, collaborative investigative techniques often allow task forces to stop criminals before they act, according to John Wakefield, a prosecutor and member of the Houston Metropolitan ICAC. When his task force received a tip from the National Center for Missing & Exploited Children that a man was preparing to travel from Florida to Texas to solicit sex with a 15-year-old boy, they responded quickly.

“From the time the tip was received to the time the victim was rescued and the criminal was arrested was only three hours,” says Wakefield. “To me, that’s the perfect storm of law enforcement operations.” Lieutenant Matthew Gray of the Houston Metropolitan Police Department adds, “It’s great to have investigators around the country you can contact for these cases because these offenders have no borders. They will travel across the country if they believe they can have a relationship with a child.”

Ultimately, it is the collaborative approaches, comprehensive training, and clear mission that make the ICAC program work. Lt. Grossman concludes, “ICAC is so established and so well run by the Justice Department. The mission is clear and precise, and everyone does a good job because we see children getting rescued.”

ICAC Task Force members have a common purpose that unites them: to protect and rescue children from those who seek to harm them using the Internet. With the help of OJJDP, these dedicated professionals continue to work together to ensure that public safety extends beyond local communities out into cyberspace.

**Names have been changed.*

ICAC is so established and so well run by the Justice Department. The mission is clear and precise, and everyone does a good job because we see children getting rescued.

— Lieutenant Andrea Grossman, Los Angeles Police Department, Member of ICAC Task Force

CAUSE FOR COLLECTIVE CONCERN

Letters that begin “To Whom It May Concern” frequently become the concern of no one. They simply fall through the cracks. When Sandra* wrote to the Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART) Office that is exactly what she expected to happen. After all, she was emailing a generic account.

“At least one registered sex offender is not following the rules, and he is getting away with it,” Sandra wrote. “I am afraid. I can’t sleep. My daughter can’t play outside.” She went on to tell of a former neighbor, a



SMART OFFICE STAFF ARE PICTURED AT THE 2010 SMART NATIONAL SYMPOSIUM ON SEX OFFENDER MANAGEMENT AND ACCOUNTABILITY. SMART OFFICE DIRECTOR LINDA BALDWIN IS PICTURED IN THE CENTER.

registered sex offender she described as “arrogant and deceiving.” Her letter ended with a plea to the anonymous reader: “If you can’t help me, please help me find somebody who can.”

Sandra discovered this neighbor’s criminal history through the Dru Sjodin National Sex Offender Public Web Site (NSOPW). “I wouldn’t even have known until I found his picture on the sex offender registry,” she admitted.

The SMART Office administers the NSOPW as part of their responsibilities under the Adam Walsh Child Protection and Safety Act of 2006. By linking state, territory, and tribal sex offender registries through one searchable site, NSOPW gives parents, employers, and concerned citizens a powerful tool to protect their children and communities (see p. 21).

While searching the NSOPW, Sandra noted that the offender’s address was wrong and called the local sheriff’s department. Months passed, and the man moved, but he continued to drive through his former neighborhood. On several subsequent occasions, Sandra noticed the man in her neighborhood. Alarmed, she looked him up on the NSOPW, and again reported his incorrect address. Determined to protect her daughter and her community, Sandra started reaching out to anyone she thought might be able to help her ensure that this offender registered properly.

When Sandra reached the SMART Office, Policy Advisor Lori McPherson fielded her request. McPherson promptly referred Sandra’s tip to the U.S. Marshals Service (USMS). “Instead of passing people like this off to another nameless contact, we can help them connect with a real person—with the right person,” she says. “All of us in the SMART Office have a great working relationship with the Marshals and with the National Center for Missing and Exploited Children. We’re able to make referrals because we’ve been out in the field, and we’ve established relationships.”

Using the information provided by Sandra, Tammy Hammons, the Sex Offender Investigations Coordinator with the USMS in the Southern District of Indiana, began looking for the offender. “It’s important to remember that we have 10,000 registered sex offenders in Indiana alone,” Hammons explains. “Often, local jurisdictions don’t have the manpower to do frequent compliancy checks, so getting calls and emails like this help alert us to offenders who are registered, but who aren’t registered properly.”

Hammons found the offender living in a nearby neighborhood in Indiana and working in Kentucky. “I had a state trooper in Kentucky go and visit

him at his place of employment. He gave the Indiana address that he had previously registered, but we knew he was no longer living there,” she recalls. “He was arrested for failing to register as a sex offender and taken into custody.”

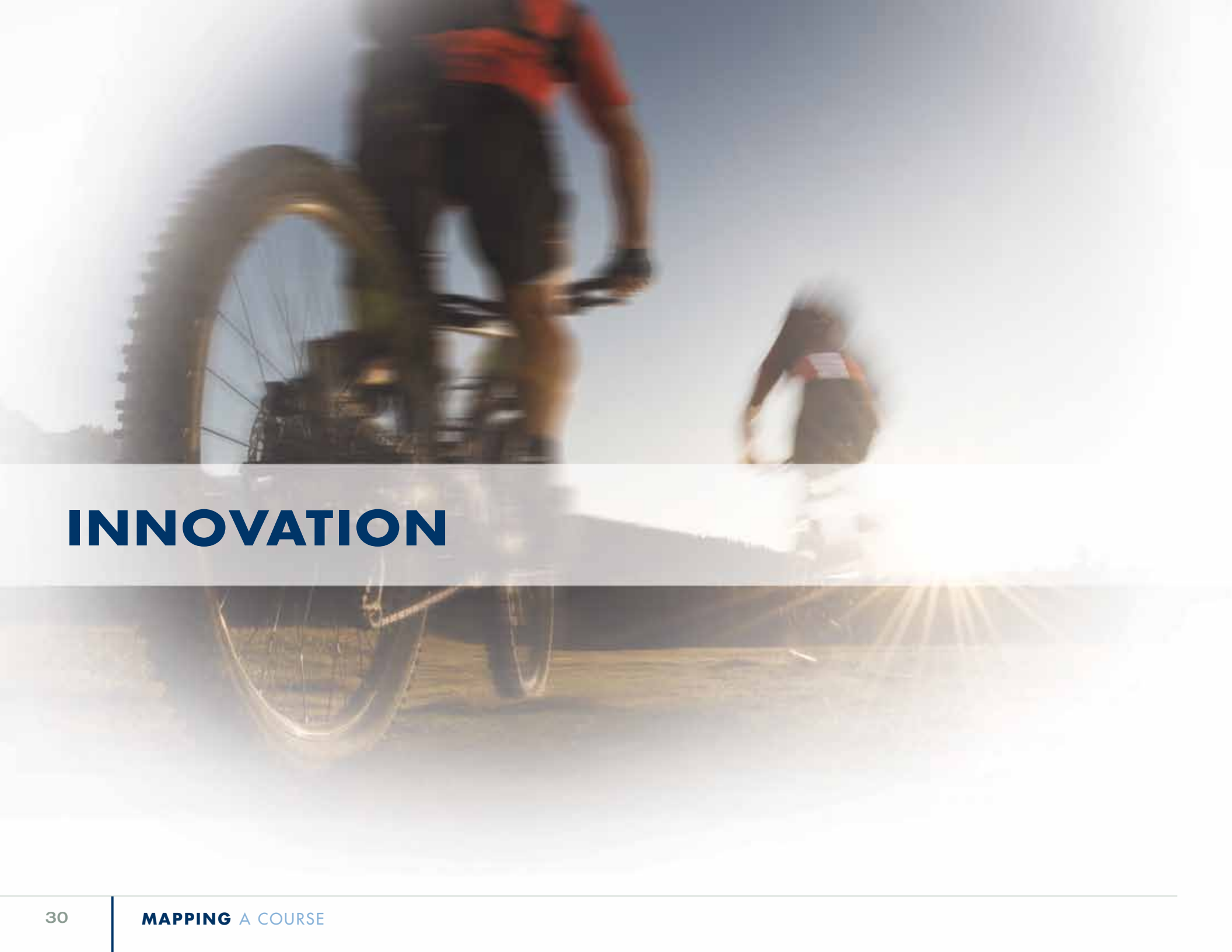
Hammons discovered that the offender, who was originally convicted of child molestation, would regularly register at an address and then move on. He avoided detection because his residency was only checked once a year. After being caught for this violation, the offender received a new criminal charge and served additional time in prison.

Through the collaborative efforts of multiple federal and state agencies and the vigilance of a single citizen, a sex offender learned that he could not outsmart the system. This small victory was made possible because of essential tools like the NSOPW and Department of Justice employees who responded to Sandra’s plea and made her personal fears a collective concern.

**Names have been changed.*

I wouldn’t even have known until I found his picture on the sex offender registry.

— Sandra, Concerned Citizen



INNOVATION

To meet growing demand and use limited resources effectively, criminal and juvenile justice and victim service professionals have to innovate. The Office of Justice Programs (OJP) is committed to helping these professionals find new ways to address ongoing challenges and develop creative approaches to combat emerging threats.

OJP supports efforts that apply knowledge from the field creatively, that push the limits of modern technology, and that strive to improve and refine

our programs and processes. With the help of pioneering researchers and practitioners, OJP is helping to drive the fields of criminal and juvenile justice forward to protect more citizens, rehabilitate more offenders, and assist more crime victims.

This chapter features innovations that are helping to shape the future of criminal and juvenile justice.

INPUTS AND OUTCOMES

OJP support for innovative approaches to longstanding issues and funding for programs to address emerging issues are covered in this section, along with support for creative new uses of technology, first of their kind statistical reports, and forward-thinking initiatives.

- OJP played an integral role in the development and launch of the Attorney General's **Defending Childhood** initiative, which aims to prevent children's exposure to violence, mitigate the negative effects experienced by children exposed to violence, and develop knowledge and increase public awareness about this issue. OJP administered more than

\$5 million in grants to support the Defending Childhood initiative, including:

- The Office of Juvenile Justice and Delinquency Prevention (OJJDP) awarded planning grants to eight cities to develop **communitywide plans to address children's exposure to violence**. The following year, up to four communities will be selected from the initial eight to receive funding for further implementation of their plans. This program will support the development of comprehensive community-based strategies to prevent and reduce the impact of children's exposure to violence in their homes, schools, and communities.

- DOJ also committed National Institute of Justice (NIJ) funding to **evaluate the Defending Childhood demonstration sites**, as well as multidisciplinary research and evaluation projects related to childhood exposure to family violence and the impact of domestic violence on child custody cases.
- The Office for Victims of Crime (OVC) initiatives funded under Defending Childhood include programs to develop or improve the capacity of national organizations to advance victims' rights and improve services, with a focus on children exposed to or victimized by violence. OVC is also

supporting **public awareness campaigns** on services available to child victims of violence in underserved and socially isolated populations.

- OJP helped create a streamlined approach for American Indian and Alaskan Native tribal communities to apply for funding opportunities. The resulting **Coordinated Tribal Assistance Solicitation (CTAS)** served as a single solicitation for existing tribal government-specific grant programs administered by OJP, the Community Oriented Policing Services (COPS) Office, and the Office on Violence Against Women. This process change occurred in response to consultation with tribal leaders who indicated that a single application would significantly improve their ability to apply and receive critical federal funding. CTAS allowed the grant-making components to consider the totality of a tribal community's overall public safety needs in making nearly \$127 million in awards to address these needs on a more comprehensive basis. OJP initiatives under CTAS included:

- The award of more than **\$19 million by OJP to 34 tribes to prevent and control delinquency and improve juvenile justice systems**, ensure accountability for delinquent behavior, and develop new demonstration projects on violence prevention and rehabilitation and reentry.
- Grants to five tribes through OVC's newly developed **Tribal Elder Outreach Program** to enhance collaboration among traditional services and programs and link the issue of elder abuse to positive cultural norms such as respect and reverence for tribal elders.
- The Bureau of Justice Assistance's (BJA) award of 25 grants for the **planning, renovation, and construction of correctional and**

correctional alternative facilities to assist tribes with adult and juvenile detention and rehabilitation efforts. BJA also conducted three regional workshops to provide training and technical assistance to grant recipients receiving funding under the Correctional Facilities on Tribal Lands program. As part of this effort, OJP senior leadership participated in a Navajo Nation groundbreaking ceremony for a facility funded through the Recovery Act.

- OJP supported the DOJ **National Symposium on Indigent Defense: Looking Back, Looking Forward, 2000-2010**. OJP's Assistant Attorney General (AAG) and Principal Deputy AAG joined the

Through renewing and refocusing our efforts to serve our nation's most vulnerable and most distressed children, we can transform the country we love for the better—one child at a time.

—Attorney General Eric H. Holder, Jr.



OJJDP STAFF AND GRANTEEES LISTEN INTENTLY DURING A PLENARY SESSION AT THE OJJDP 2010 NEW GRANTEE ORIENTATION.

Attorney General in giving remarks, and the Bureau of Justice Statistics (BJS), OJJDP, and BJA contributed to conference content. The symposium brought together delegations of defenders and other key policymakers and practitioners from state and local criminal and juvenile justice systems to explore ways in which the indigent defense community can effectively forge alliances and strengthen partnerships. Additional OJP accomplishments in support of the DOJ Indigent Defense initiative include:

- OJJDP implementation of a model **national clearinghouse for juvenile defense attorneys** to improve the overall level of systemic advocacy, enhance the quality of juvenile indigent defense representation, and ensure professional and ongoing technical support to the juvenile indigent defense bar.
- BJA's **Holistic Defense for Public Defender Offices Technical Assistance Project** to foster an innovative, client-centered, and interdisciplinary model of public defense that addresses both the circumstances driving indigent people into the criminal justice system as well as the consequences

of criminal justice involvement. The approach offers criminal and civil legal representation, social work support, and advocacy in the client community.

BJA also supported an indigent defense fellowship, training, and development partnership to improve the quality of representation and seed the field with future indigent defense leaders.

- The award of nearly \$10 million in BJA funding pursuant to the **John R. Justice Prosecutors and Defenders Incentive Act**. This new funding will improve the ability to attract and retain qualified, talented attorneys in all 50 states and the District of Columbia through loan repayment assistance for federal and state public defenders and state and local prosecutors who agree to remain employed in these positions for at least three years.
- BJS work in conjunction with OJP's Office of the AAG and the Indigent Defense Working Group to develop a **platform for collecting, analyzing, and disseminating information on public defender offices and indigent defense systems** in the United States. The collaborative efforts supported the National Symposium on Indigent

Defense, supported the design and implementation of the *National Survey of Indigent Defense Services*, and informed reports from the *2007 Census of Public Defenders Offices*, which showed that about 1,000 public defender offices in 49 states and the District of Columbia received nearly 5.6 million cases and employed over 15,000 litigating attorneys in 2007 and that nearly a quarter of all offices reported less than half the number of litigating attorneys required to meet caseload guidelines.

- As part of a major agency initiative to **redesign the National Crime Victimization Survey** (NCVS), BJS leadership and staff participated in a panel discussion addressing the survey redesign process. The meeting was sponsored by the District of Columbia-American Association for Public Opinion Research and the Washington Statistical Society and featured an **open discussion about issues** associated with redesigning large-scale government surveys. BJS and the U.S. Census Bureau Cost Savings Task Force also worked together to identify promising **options to reduce survey costs**. (See article on p. 40.)

The John R. Justice program will strengthen our justice systems by helping to recruit and keep well-qualified and high-functioning prosecutors and public defenders in civil service where these systems and the communities they serve can benefit from their continued service.

—James H. Burch, II, Acting Director, Bureau of Justice Assistance

■ BJA awarded more than \$5.6 million for **field-initiated, innovative crime fighting strategies** that are rooted in DOJ's commitment to be "smart on crime" by supporting, developing, and enhancing evidence-based practices; building upon current models; and encouraging innovative approaches nationwide. These programs include:

- An effort to create and implement a pretrial services system for the City of New Orleans to resolve more effectively minor, nonviolent offenses and re-focus criminal justice resources on the prevention, investigation, and prosecution of violent crime.
- A pilot project to enhance responses to witness intimidation and to close gaps in neglected areas with training and technical assistance.
- The development of a set of strategies to promote criminal justice program sustainability by investigating how demonstration programs make the transition from federal funding to a stable source of local funding.

■ The BJS released ***Crimes Against People with Disabilities, 2007***, reporting the first findings about nonfatal violent and property crime experienced by persons with disabilities, based on the NCVS. The release received considerable media attention, and the new information is paving the way for improved responses to underserved crime victims.

■ NIJ and BJA jointly hosted the first **Predictive Policing Symposium** in collaboration with the Los Angeles Police Department. Predictive policing involves gathering crime information from various sources, analyzing it, and then using the results to anticipate, prevent, and respond more effectively to future crime. The symposium brought together researchers, practitioners, and criminal justice leaders to develop and discuss the concept of predictive policing and its impact on crime and justice. During the symposium, a podcast interview with retired Los Angeles Police Chief Bill Bratton on the future of predictive policing was recorded to be made available subsequently on BJA's Web site. A

second symposium was held in collaboration with the Providence (Rhode Island) Police Department to focus on small- and medium-sized departments.

■ NIJ conducts many activities designed to **improve the technology available to law enforcement**. Some highlights include NIJ's joint sponsorship with the Scientific Development Branch of the United Kingdom's (U.K.) Home Office of the first U.S.–U.K. law enforcement technology institute in London. NIJ also partnered with the Department of Homeland Security and the Department of Defense for the 11th Annual Technologies for Critical Incident Preparedness Conference and Exposition. NIJ highlighted its research on topics such as responding to mass casualty incidents and evaluating personal location and tracking technologies. To help first responders responsible for identifying, preserving, collecting, and securing evidence at electronic crime scenes, NIJ released *Electronic Crime Scene Investigation: An On-the-Scene Reference for First Responders*.

BJA's support for developing a pretrial services system in New Orleans will mean a shift in practice, to detain only those individuals who pose significant risk to public safety. Basing detention on risk, rather than financial status, will strengthen an effort among government and civic organizations to build a more fair and effective criminal justice system.

—Jon Wool, Director, Vera Institute of Justice, New Orleans Office

Evidence in Action

- OJJDP released the bulletin, ***Children's Exposure to Violence: A Comprehensive National Survey***, which summarizes the findings of the **pioneering** National Study of Children's Exposure to Violence (NatSCEV). NatSCEV was the first comprehensive attempt to measure children's exposure to violence in the home, school, and community across age groups from birth to age 17, as well as the cumulative exposure to violence over a child's lifetime. The most important findings concern how many children suffer from multiple types of victimization (poly-victimization) over the course of a relatively short time period. The Attorney General's new **Defending Childhood** initiative is targeted at combating the types of victimization described in this study.
- OJJDP's ***Moving from Evidence to Action: Safe Start Center Series on Children Exposed to Violence*** included briefs for

school personnel and service providers working with homeless victims that can be used to build resilience and ensure the well being of children and families exposed to violence. The briefs are the result of an OJJDP-supported process evaluation to collect child and family outcome data on interventions for children exposed to violence in 15 communities.

- Two comprehensive NIJ **evaluations of Hawaii's innovative HOPE (Hawaii's Opportunity Probation with Enforcement)** program found that participating probationers were significantly less likely to fail drug tests or miss probation appointments. They were also sentenced to less time in prison because of probation revocations than probationers who did not participate in the program. The HOPE approach centers on responding immediately to probation violations, emphasizing swiftness and certainty, rather

than severity, of sanctions. The court also ensures that those who need drug treatment or mental health counseling attend and complete necessary programs.

- As of October 2009, **48 law enforcement officers had died in traffic-related incidents**, accounting for close to 50 percent of officer deaths for the year. To address this serious issue, NIJ funded a study reviewing commercially available products to determine whether they help increase emergency vehicle visibility and improve roadway safety for both emergency responders and the public. NIJ released the related report *Best Practices for Emergency Vehicle and Roadway Operations Safety*, collaborating with both the U.S. Fire Administration and the International Fire Service Training Association on the study and report.

continued on p. 36

HOPE reduces victimization, helps offenders, and saves taxpayer dollars, and I really want to see it keep expanding. NIJ's randomized control trial has helped us talk credibly about HOPE and get more attention from researchers and practitioners across the country.

—Judge Steven S. Alm, creator of Hawaii's Opportunity Probation with Enforcement (HOPE) Program

Evidence in Action (continued from pg. 35)

- To monitor cases of **elder abuse**, BJS initiated a new program to identify the nature of data collected by prosecutors on these cases and the relationship between case attributes and case outcomes. A second program was established to identify data collected by local law enforcement and adult protective services agencies to determine the unique responsibilities each agency has for processing these matters in the criminal justice system. Meanwhile, NIJ-funded researchers are **finding new evidence** that forensic markers can help medical examiners **differentiate elder abuse from normal accidental deaths**.
- BJA collaborates with the National Forensic Science Technology Center to provide training and technical assistance to the law enforcement, forensic science, and legal communities to promote collaboration and provide unique educational opportunities. As a part of this initiative, the **Impression and Pattern Evidence Symposium** was co-sponsored by NIJ, BJA, and the FBI Laboratory Division to bring together practitioners and researchers to **enhance information sharing and promote collaboration** along the impression and pattern evidence, law enforcement, and legal communities.

In addition, NIJ funded a variety of **research relevant to combating terrorism**, including the development of a back-scatter x-ray system for bomb robots, which will be used to identify improvised explosive devices (IEDs) remotely, and an equipment performance standard for the ensembles used to protect state and local bomb technicians from IEDs. NIJ also worked to develop a cutting tool to enable a bomb technician using a robot to remove a bomb vest from a suicide bomber remotely. NIJ projects also included the development of tactile, multi-hazard, puncture-resistant protective gloves; a tactical, full-face respirator; a multi-hazard duty uniform; and a portable decontamination apparatus to deal with chemical, biological, radiological, and nuclear hazards.

- OJP was involved in several new initiatives to address **bullying**.
 - OJJDP supported the **Federal Partners in Bullying Prevention Summit** and coordinated a subsequent Webinar. OJJDP also provided support for the Project Safe and Strong Initiative. As part

of this initiative, the Community Counseling Center is training teachers in mental health and substance abuse symptom identification and referral; providing treatment to victims, bullies, and their parents; building capacity to help refugee/immigrant and lesbian, gay, bisexual, transgendered, and questioning youth; and researching interventions for youth charged with a range of offenses.

- BJA provided seed money through a public-private partnership to support a new nationwide initiative called **Circle of Respect**, which aims to change the way people treat each other, beginning with a new approach to bullying.
- NIJ sponsored an **evaluation of existing anti-bullying programs** in America and Europe to learn which programs work and which program elements are critical for success. According to the evaluation, the most important program elements associated with a decrease in both bullying and victimization were parent training and meetings, disciplinary methods, and the duration and intensity of the program for children and teachers.

This grant has helped us give people the tools to actually do something. A lot of people are vaguely aware that bullying is a problem among youth, but actually handing them tools they can give to parents, teachers, and youth is different.

*—Melania Turgelsky, Vice President for Quality & Strategic Initiatives,
Community Counseling Center*

Improved playground supervision, classroom management and rules, whole school anti-bullying policies, and school conferences were also associated with a decrease in bullying.

- NIJ sponsored, filmed, and posted to its Web site several **translational criminology seminars** featuring groundbreaking research likely to influence policy. Topics included “Less Prison, More Police, Less Crime: How Criminology Can Save the States from Bankruptcy” by Professor Lawrence Sherman, Wolfson Professor of Criminology at the University of Cambridge and Professor of Criminology at the University of Maryland; and “Hot Spot Policing and Why It Works” by Dr. David Weisburd, winner of the 2010 Stockholm Prize in Criminology.
- OJP supported new presidential and department efforts focused on **fatherhood initiatives**. BJA and the White House Office of Faith-based and Community Partnerships co-sponsored the White House Roundtable and Community Forum on Responsible Fatherhood and Strong Communities, which included participation by the Attorney General, senior White House staff, and community leaders.
- BJA sponsored the first meeting of the 10 law enforcement agency recipients of the FY 2009 **Smart Policing Initiative (SPI) grants**. The agencies were selected to create a diverse sampling of agency size, type of crime challenge, and law enforcement approach. The meeting promoted information sharing,

innovative policing techniques, and best practices for law enforcement. The work of the SPI sites is essential in identifying police tactics and strategies that are effective, efficient, and economical.

- OJP awarded nearly \$4 million to enable state, local, and tribal law enforcement agencies and prosecutors to address education, deterrence, enforcement, and evidence gathering for prosecution of **intellectual property (IP) crime** in coordination with other federal efforts. IP enforcement helps protect businesses from economic loss and Americans from dangerous products ranging from counterfeit pharmaceuticals to lead-tainted jewelry. BJA, in partnership with the National White Collar Crime Center, held an IP crime enforcement outreach summit for state and local law enforcement officers called “Real Crime – Real American Jobs: Why You Should Care About Intellectual Property Rights.”
- OJP components engaged their constituents through **innovative new forms of communication**. Efforts included:



DR. DAVID WEISBURD IS INTERVIEWED BY OJP PRINCIPAL DEPUTY DIRECTOR MARY LOU LEARY (LEFT) DURING THE NIJ RESEARCH FOR THE REAL WORLD SEMINAR ON HOT SPOTS POLICING. HERE DR. WEISBURD EXPLAINS RESEARCH SHOWING THAT INTENSIFIED POLICE PATROLS IN HIGH-CRIME HOT SPOTS CAN SUBSTANTIALLY DECREASE CRIME WITHOUT CAUSING IT TO RISE IN OTHER AREAS.

- Recognizing the Web as a quick, powerful, and free source of information, BJA created the **Justice Podcast Series** to provide listeners with the latest information in innovations, practices, and perspectives from the field of criminal justice in a free audio format accessible on computers and MP3 players. Podcast interviews covered a variety of topics from innovative policing and prisoner reentry, to substance abuse and mental health issues, to relation with tribal nations. A two-part podcast explains the role of state administering agencies in awarding Byrne Justice Assistance Grant funding at the state and local level and how justice and community organizations can become more engaged

in the process. To supplement the podcasts, BJA developed and disseminated a monthly electronic publication called *Justice Today* to nearly 20,000 subscribers. *Justice Today* provides updates on key topics and provides an inside look at many programs supported with BJA funding.

- BJS developed a **dynamic data dissemination application, UCRDataTool.gov**, for the Criminal Justice Information Services division of the FBI at a significant cost savings to the Department. The collaboration also expedites transfer of new data between the two agencies for delivery to the public.



AT THE 2010 NATIONAL CRIME VICTIMS' SERVICE AWARD CEREMONY, SPECIAL COURAGE AWARD RECIPIENT MICHELLE CORRAO IS PICTURED WITH (FROM LEFT) OVC ACTING DIRECTOR JOYE FROST, FORT WAYNE DETECTIVE ART BILLINGSLEY, OJP ASSISTANT ATTORNEY GENERAL LAURIE ROBINSON, AND ATTORNEY GENERAL ERIC HOLDER.

- New **interactive functions on the BJS Web site** allow users to search and re-sort product listings to customize views of available information. The addition of RSS feeds and ".gov" delivery services alert users when particular site content has been updated, further enabling BJS customers to efficiently find and obtain the information they need. BJS also redesigned its publications based on feedback from data users.
- Using tools including the Justice Reference Architecture and the National Information Exchange Model, BJA supported a project team that delivered a toolkit **enabling greater communication between the**

Terrorist Screening Center (TSC) and the nation's law enforcement, homeland security, and intelligence officials. The toolkit implements a hit confirmation service used to check known or suspected terrorists against the set of watch lists and other data sources maintained by the TSC. When a hit is confirmed or denied, that data is automatically fed back to the requestor, providing real-time information on known or suspected terrorists.

- OVC provided the Department of the Interior, Bureau of Indian Affairs (BIA), with **staff and resources to improve victim services**, including one National Crime Victims Rights Act Training Coordinator, five victim specialist positions, five vehicles, and training and technical assistance for a three-year period. Within the first two months on the job, the victim specialist in Phoenix, AZ, worked with 17 minor secondary victims of vehicular homicide on a reservation, as well as victims of sexual assault, incest, and domestic violence. The victim specialist and the national coordinator are helping the BIA special agent in charge to **address significant procedural challenges** related to a backlog of more than 60 Indian Health Service (IHS) referrals not yet processed by the BIA or tribal police. They also are working with IHS and the FBI to **review processes** to ensure prompt and effective BIA and FBI responses.
- NIJ's **forensics portfolio** encompasses a wide range of programming that helps the criminal justice community **solve criminal cases with innovative approaches and cutting-edge technology**.
 - NIJ helped DNA laboratories address their workload through the **Forensic DNA Backlog Reduction Program**, making 115 awards totaling \$64,811,981 to states and units of local government. Federal funds were used to purchase automated workstations and high-throughput instruments to process more DNA evidence, hire

new lab personnel, and validate more efficient procedures. More than \$4 million in funding was provided specifically for testing samples from convicted offenders and arrestees. (See article on p. 42.)

- NIJ uses novel ways to **harness the tremendous growth in fields such as molecular biology**, genetics, and biotechnology, and directs it toward the development of highly discriminating, reliable, cost-effective, and rapid forensic DNA testing methods. As a result, NIJ has developed technologies that have increased the success rate of analyzing samples (such as skeletal remains) that are degraded, damaged, limited in quantity, or otherwise compromised; improved the examination of sexual assault evidence; and miniaturized the DNA testing process and made it field portable.
- NIJ funded a series of **cold case trainings** to help solve cold cases using DNA evidence. NIJ also awarded \$10 million in cold case funding to 27 states and local law enforcement agencies. NIJ cold case funding was instrumental in solving numerous murder and rape cases.
- NIJ's **National Missing and Unidentified Persons System (NamUs)** addresses the need for a centralized reporting system for unidentified human remains cases and missing person cases. As of September 30, 2010, there were 11,732

open cases in NamUs, and these numbers continue to increase every day. NamUs has helped to resolve 18 unidentified persons cases and 35 missing persons cases. The media continues to carry remarkable stories of case resolutions attributed to NamUs.

- OVC supported **advancements in the area of witness intimidation** by sponsoring two focus groups. The first group explored police department and prosecutor office responses to witness intimidation, identifying best practices and possible methods to change community norms. The second group worked to identify and respond to factors that create conditions in which witnesses are intimidated or prevented from participating in the criminal justice system for fear of being perceived as "snitches."
- Recognizing that girls who are at risk of entering or who have entered the delinquency system often experience challenges and exhibit needs that differ from those of boys, OJJDP launched

new initiatives to address the unique needs of girls. The Strengthening Initiative for Native Girls Program uses culturally appropriate strategies to help native girls resist substance abuse, prevent teen pregnancy, prevent sexual abuse, foster positive relationships with peers and adults, learn self-advocacy, and build prosocial skills. Additionally, because many programs that address girls' delinquency have not been evaluated, OJJDP is supporting **well-designed, rigorous outcome evaluations** to test the effectiveness of programs aimed at preventing and reducing girls' risk behavior and offending.



NIJ DIRECTOR JOHN LAUB, PH.D., SHARES INFORMATION REGARDING SOME OF NIJ'S MANY INITIATIVES, SUCH AS FORENSICS PROGRAMMING.

SURVEYING THE **CRIME SCENE**

Serious violent crime has declined since 1993. Theft rates reached the lowest level ever recorded in 2009. Meanwhile, the percentage of crimes reported to the police has been increasing. These crime statistics are gathered as part of the National Crime Victimization Survey (NCVS) administered by the Bureau of Justice Statistics (BJS). Since 1972, the NCVS has been the nation's primary source of information on criminal victimization (see p. 33).

"Much of our basic knowledge about crime and victimization, such as trends in the reporting of crime to the police and differences in stranger- and non-stranger-violence trends, has come from the NCVS," explains Janet Lauritsen, Ph.D., professor of criminology and criminal justice at the University of Missouri–St. Louis and a visiting research fellow at BJS.

The NCVS paints a vivid—and in recent years, promising—picture of crime and victimization in the United States and is vital to the planning efforts of policymakers and practitioners. However, despite the overall drop in crime rates, criminal and juvenile justice professionals need to look to the future and ensure they have the new technology and tools they need to continue to capture these emerging trends.

In response, the Office of Justice Programs committed to ensuring its research and statistical efforts reflect the needs and priorities of stakeholders in the field. As part of this effort, BJS is working to redesign the NCVS. "We want to provide our stakeholders and data users with better quality data, new and expanded concepts and measures of crime, and new data products," says Michael Planty, Ph.D., a statistician at BJS.

To determine how best to meet the needs of data users, BJS sponsored an expert panel carried out by the National Research Council of the National Academies. The panel was charged with identifying methods to improve the utility and cost effectiveness of the NCVS. Starting in 2009, BJS initiated research studies in response to the panel's various recommendations.

One of these studies focuses on the need for subnational data on criminal victimizations. Subnational data includes statistics on victimizations in states, regions, and cities. During a listening session with state and local stakeholders, BJS was informed that decision making on the local level was dependent on this type of targeted data. Lauritsen notes, "State and local policymakers, as well as practitioners, often wonder whether the patterns of crime in their own areas differ in important ways from the national patterns."

To respond to this need for more specific data, BJS is currently working to determine how the NCVS can reliably produce subnational estimates of criminal victimization, Planty says. This may involve using new statistical techniques to leverage existing data or increasing the size of the NCVS sample to allow for reliable estimates, he explains.

In addition to providing more localized crime data, BJS is also working to improve efforts to capture underreported crimes such as rape, sexual assault, and intimate partner violence. “Some of the most difficult crimes to measure in both victimization surveys and police-based data are sexual violence and intimate partner violence,” says Lauritsen. In response to concerns from victim advocates, local police, and prosecutors, the Redesign Task Force is studying ways to improve estimates, including options for

collecting self-reported data in a manner that better addresses the sensitive nature of these crimes, says Planty.

“One of our primary goals with the NCVS Redesign is to increase its value to national and local stakeholders. We want to ensure that our data is useful and user friendly,” Planty concludes.

As BJS works to complete its five-year research plan for a new NCVS by 2013, it will continue to proactively address feedback and concerns from practitioners and policymakers in the field. Using targeted data and new measures of crime, criminal and juvenile justice professionals have the potential to transform promising statistical trends into lasting—and life-changing—policies and programs.

One of our primary goals with the [National Crime Victimization Survey] Redesign is to increase its value to national and local stakeholders. We want to ensure that our data is useful and user friendly.

—Michael Planty, Ph.D., Statistician, Bureau of Justice Statistics

MAKING MATCHES, CLOSING CASES

A woman was forcibly raped. In the aftermath of her attack, amazingly, she was able to get the license plate number of the perpetrator. She reported the crime to police, agreed to provide a sexual assault kit including DNA evidence, and was able to identify the perpetrator in a police lineup. However, the local district attorney chose not to file charges.

Laura* was a victim of rape, but she was also a known prostitute, and the district attorney rejected her case, citing issues with her credibility. That is, until the Los Angeles Police Department (LAPD) Criminalistics Laboratory tested her sexual assault kit and found a match.

“Normally, we would not have analyzed that case because the district attorney had already rejected it,” explains Laboratory Director Greg Matheson. “Under our new system, we analyzed it anyway, and the DNA matched a sample from an unsolved stranger rape case from a year earlier.” By matching the two cases, the LAPD Lab was able to solve the stranger rape case and lend credibility to the second victim’s story, making her case prosecutable.

Los Angeles, like jurisdictions throughout the country, faced sizable DNA backlogs for years and is now struggling to test all sexual assault kits submitted by law enforcement. Their ongoing efforts have been supported by

the National Institute of Justice’s (NIJ) DNA Backlog Reduction Program since 2004. (See p. 38-39.)

Matheson explains that prior to December 2008, his lab tested sexual assault kits only at the specific request of a police detective. To make more evidence readily available, the Department changed its policy to require testing of all sexual assault kits collected. The results—both in terms of solving cases and increasing the backlog—were immediate.

“Our backlog went from 250 to 6,132 overnight,” says Matheson. “Since then, in the area of sexual assault alone, we’ve taken in 2,300 additional kits.”

With support from NIJ, the LAPD Lab outsourced all of the original kits to eliminate the initial backlog. They then focused on building capacity to avoid creating a new backlog. While the city provided funding for hiring new technicians, the lab again turned to NIJ for help with purchasing new equipment and training new staff members, explains Matheson.

“The NIJ grants have allowed more DNA evidence to be analyzed and ultimately more cases to be solved,” Matheson says, noting that the LAPD Lab has eliminated the historical backlog and is now working cases as they come in.

The LAPD Lab is not alone in their use of federal funds to reduce DNA backlogs and increase capacity. Between 2004 and 2009, NIJ provided \$330 million in direct grants to accredited public-sector DNA laboratories. According to the NIJ report *Making Sense of DNA Backlogs, 2010 – Myths v. Reality*, “[i]n a 2007 survey of publicly funded crime laboratories, 90 percent reported that they would not have sufficient funding if NIJ grants were no longer available.”

Beyond reducing backlogs and solving crimes, Matheson also highlights how the LAPD Lab’s testing of all sexual assault kits ensures that all victims feel respected and involved in the criminal justice process. “Working with victim advocates has taught me that providing a sexual assault kit is often described as the second assault,” says Matheson. “To have that kit be thrown out or put on a shelf and not analyzed is the ultimate insult.”

Now, his team is able to analyze every kit, which will hopefully help reaffirm the decision of sexual assault victims to come forward and provide kits. “You really can’t put a dollar amount on the benefits to victims and the whole system, and there is no way we could have done it without federal funding.” Matheson points out.

With the help of NIJ, the LAPD Lab and labs throughout the country are reducing DNA backlogs, providing more evidence to police and prosecutors, improving victims’ experiences with the justice system, and prosecuting and winning more cases. Matheson and his counterparts are making DNA matches that give every victim a voice and give criminal justice practitioners an indispensable tool, matches that can open cold cases and close open cases.

**Names have been changed.*

The NIJ grants have allowed more DNA evidence to be analyzed and ultimately more cases to be solved.

— Greg Matheson, Director, Los Angeles Police Department Criminalistics Laboratory



ACCOUNTABILITY

The Office of Justice Programs (OJP) is the primary federal grant-making office for the fields of criminal justice, juvenile justice, and victim services. Making sure the grant process is transparent and fair is one of OJP's top priorities. This includes a fair and transparent grant award process; grant management that avoids waste, fraud, and abuse; and diligent oversight and monitoring of grantees.

In Fiscal Year (FY) 2010, OJP's work to improve internal grant controls and enhance grant monitoring activities continued. In a time of tough fiscal challenges and shrinking budgets throughout the country, OJP is mindful of its responsibility to manage every dollar efficiently. Oversight and

management responsibilities have never been more vital to the success of our criminal and juvenile justice systems. Therefore, OJP grantees receive regular updates and assistance from OJP staff, and in turn, OJP grantees account for their progress through regular reporting and ultimately through the products and services they deliver to OJP and to the field. OJP is building partnerships that help grantees fulfill their missions and guarantee that taxpayer funds are spent wisely.

This chapter focuses on OJP's efforts to target criminal and juvenile justice funding effectively to have the most impact on communities.

INPUTS & OUTCOMES

Covered in this section are new OJP measures to improve accountability for their expenditure of appropriated funds as well as new tools and procedures to help grant recipients improve their accountability for spending taxpayer dollars. Improvements in ways OJP monitors grantees are

highlighted. This section also covers efforts to improve grantee accountability for the quality of services provided and products produced.

- The Bureau of Justice Assistance (BJA) **Center for Program Evaluation and Performance**

Measurement Web site provides topic-specific, easily understandable information about program evaluation. The Web site has information on how to develop program logic models, how to use evaluation findings, challenges with carrying out evaluations, and

Measuring outcomes tells the program and the evaluator what impacts the program has had or what results it has achieved. Such impacts are usually expressed in terms of behavior change in those served by the program: reducing reoffending or increasing knowledge about the negative consequences of substance abuse.

— Guide to Program Evaluation, Bureau of Justice Assistance

a list of resources on evidence-based programs and practices. The Center also produces *Evaluation News*, a monthly e-newsletter for criminal justice professionals.

- In response to the **Office of the Inspector General's (OIG) 2009 report, *Improving the Grant Management Process***, the Office of Audit, Assessment, and Management (OAAM) helped lead the charge to implement an array of grant management policy changes across all OJP offices and bureaus. The OIG noted that OJP made progress in a number of areas, including quality of grant site visit reports and coordination of grantee monitoring visits across departments.

- The Bureau of Justice Statistics (BJS) awarded \$17 million to eight state agencies to improve the quality, completeness, and accessibility of records available under the National Instant Criminal Background Check System (NICS). NICS serves as the database that federal firearms licensees must contact before transferring a firearm to an unlicensed person. The NICS Improvement Amendments Act was enacted after the April 2007 shooting tragedy at Virginia Tech. The Act aims to keep firearms out of the hands of prohibited persons such as those with certain mental health adjudications and felony records.

- OJP contributed to efforts to improve accountability in the legal system by working to **prevent wrongful convictions** and review potential cases of **post-conviction innocence**. The National Institute of Justice's (NIJ's) International Center sponsored a workshop on international perspectives on wrongful convictions. Representatives from 10 countries discussed ways to investigate and prevent wrongful convictions. NIJ also awarded \$1.5 million to four states under the **Post-conviction DNA Testing Assistance Program**, which helps states defray the costs associated with postconviction DNA testing of forcible rape, murder, and nonnegligent manslaughter cases where actual innocence might be demonstrated. Additionally, BJA sponsored the first national training event on non-DNA postconviction innocence cases through a grant to the National Association of Criminal Defense Lawyers.



OGC DEPUTY GENERAL COUNSEL CHARLIE MOSES, III (RIGHT) PRESIDES OVER THE SWEARING IN OF BJS DIRECTOR JAMES LYNCH AS ASSISTANT ATTORNEY GENERAL LAURIE ROBINSON (LEFT) CONGRATULATES HIM. DIRECTOR LYNCH LEADS BJS DATA COLLECTION EFFORTS AND GRANT PROGRAMS THAT HELP IMPROVE ACCOUNTABILITY EFFORTS ACROSS THE CRIMINAL JUSTICE SYSTEM.

Until the day we walked into his prison, John had never heard of the Postconviction DNA project. He pled guilty to a rape charge under the advice of his attorney, but always maintained his innocence. Following testing, he was conclusively excluded as a suspect and has since been released from prison.

—Lindsay Herf, Manager of Postconviction DNA Testing Assistance Program, Arizona Justice Project

- OJP supported the **National Summit on Justice Reinvestment and Public Safety: Addressing Recidivism, Spending, and Public Safety**. The event was sponsored by the Council for State Governments Justice Center and included participation from the Attorney General via videotape, as well as Assistant Attorney General Robinson and Congressman Frank Wolf. BJA's Acting Director Jim Burch moderated a panel on statewide efforts to reduce recidivism and corrections spending. BJA and the Pew Charitable Trusts have been collaborating to provide opportunities for powerful and strategic statewide justice reforms that can ultimately be sustained by state-level funding. These reforms help states be accountable to taxpayers for their spending.
- A large **NIJ-funded study** of Florida offenders placed on electronic monitoring found that **electronic monitoring significantly reduces the likelihood of failure under community supervision**. The decline in the risk of failure is about 31 percent, compared to offenders placed on other forms of community supervision. This study was a significant contribution to the body of knowledge available on effective alternatives to incarceration that are successful in holding offenders accountable. This method of holding offenders accountable may increase as states seek less expensive alternatives to imprisonment under Justice Reinvestment initiatives.

- As co-chair of the Victims' Rights Committee of the **Financial Fraud Enforcement Task Force**, the Office for Victims of Crime (OVC) helps hold criminals accountable to their victims. The committee is encouraging prosecutors' offices to develop a management plan for monetary and asset recovery that places a priority on collection of restitution and fully utilizes asset forfeiture in financial fraud cases.
- The Office of the Chief Financial Officer (OCFO) worked closely with OJP's bureaus and program offices to ensure that **100 percent of OJP's approximately \$2.7 billion Recovery Act appropriation was obligated in a timely manner**. With OCFO's assistance, OAAM developed guidance documents for Department grantees and grant managers about how Recovery Act data are to be collected, reported, and reviewed. OAAM, in consultation with OCFO, **developed a jobs**



FORMER ACTING BJA DIRECTOR JIM BURCH (CURRENT BJA PRINCIPAL DEPUTY DIRECTOR) SPOKE TO GROUPS FROM ACROSS THE COUNTRY ABOUT BJA INITIATIVES SUCH AS JUSTICE REINVESTMENT.

- **calculator** to simplify and standardize the process for grantees to compute jobs created or saved in accordance with Office of Management and Budget (OMB) guidance, while OCFO's grantee Customer Service Branch personally **contacted hundreds of grantees** to resolve Recovery Act reporting issues.
- OAAM implemented the **Recovery Act Post-Award Performance and Risk Management Plan**, which includes strategies and activities used by OAAM to monitor and mitigate the risks identified with implementation of grants under the Recovery Act. OAAM carried out the Recovery Act Data

Quality Review Process for Recipient Reporting designed to identify and correct significant errors and material omissions. Due to extensive outreach to grantees, by the July 1 reporting cycle more than 98.5 percent of recipients were reporting with 20 percent fewer errors (as compared to the April 1 cycle). Working with the Office of the Assistant Attorney General, OAAM coordinated other Recovery Act implementation activities, including weekly reporting on OJP's activities for posting on Recovery.gov, monitoring obligations and outlays, and responding to data calls from OMB, the Recovery Accountability and Transparency Board, and the Office of the Vice President's Recovery Implementation Office. (See article on page 52.)

- BJS, in partnership with the FBI and the Department of Interior's Bureau of Indian Affairs implemented the **Tribal Data Exchange Project** to improve the reporting of tribal crime data to the Uniform Crime Report (UCR), increase the number of tribes eligible to receive Byrne Justice Assistance Grant (JAG) funds, and improve understanding of crime and the administration of justice in Indian Country. BJS held two UCR training events to increase the number of tribes

reporting crime information to the FBI's UCR program. Through these efforts, the number of tribes eligible for JAG awards increased from 25 to 130 and the funding awarded increased from \$159,000 to \$709,000. (See article on page 54.)

- NIJ continued to ensure manufacturer accountability for law enforcement safety equipment. One hundred and fifty-nine **body armor models** were tested under the NIJ compliance testing program in 2010—137 models of ballistic resistant body armor and 22 stab-resistant models. Eighty-one models passed and were added to the appropriate compliant product list, which is accessible online. NIJ launched a follow-up body armor inspection program that involves the selection and testing of compliant body armor models from production lines to ensure quality-manufacturing standards.
- The results of a **national evaluation** of the Community Capacity Development Office's **Weed and Seed program** were released and showed that the program was successful in lowering crime and promoting community collaboration. This information will prove useful in building future community-based programs

and expanding current OJP efforts to encourage collaboration at the local level.

- In addition to its program offices, OJP has many support offices that assist the agency in ensuring accountability across OJP activities:
 - OAAM helps to **ensure OJP's accountability in the management and oversight of grants**. OAAM worked closely with OJP bureaus and program offices to close 151 of the 288 open single and Office of Inspector General (OIG) grant audit reports, representing the resolution of nearly 500 findings; served on the DOJ-wide Grants Management Challenges Workgroup and developed policies and procedures for managing a Department-wide **high-risk grantee program**; initiated or completed assessments of several OJP grant programs, including BJA's American Reinvestment and Recovery Act Rural Law Enforcement Grant Program and Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART) Office efforts to assist jurisdictions in complying with the Sex Offender

The National Evaluation of Weed and Seed findings emphasize the benefits of a coordinated, comprehensive strategic approach and how collaboration across organizations and resources can leverage the effectiveness of individual components.

—Jim Zepp, Training & Technical Assistance Director, Justice Research and Statistics Association

Evidence in Action

- OJP announced plans for a **Science Advisory Board** made up of academics, practitioners, and leaders in the fields of criminal and juvenile justice. These professionals, named by the Attorney General, are helping to shape OJP's research agenda and future priorities.
- BJA partnered with the Vera Institute of Justice to develop the **Cost-Benefit Knowledge Bank** to assist jurisdictions with criminal justice planning and policymaking to reduce costs and use resources more effectively. The Knowledge Bank helps people in criminal justice agencies, budget offices, legislatures, and programs gain the skills to calculate the costs and benefits of justice-related policies and programs. It uses simple but powerful technologies to deliver education and training to a variety of audiences in a cost-effective and convenient manner. The Knowledge Bank puts into one place references to over 400 cost-benefit related studies and articles on different criminal justice functions, reducing the time that jurisdictions need to find relevant resources.
- To help ensure accountability and to provide important information about program effectiveness to the juvenile justice field, OJJDP supported an **evaluation program to examine the results** of local Boys and Girls Clubs group mentoring programs.
- Federal funding has a significant positive impact on **DNA testing backlogs**, according to an NIJ analysis called *Making Sense of DNA Backlogs – Myths v. Reality*. The analysis showed that state and local DNA laboratories increased their capacity to work cases by almost three-fold between 2005 and 2008. NIJ is also investigating the state of **unanalyzed law enforcement evidence** residing in agencies' property rooms that was never submitted to the laboratory for analysis. The survey will help criminal justice practitioners better understand how evidence is handled and triaged, and the reasons the evidence was not submitted.
- As part of an ongoing effort to **improve inmate safety**, several OJP components participated in the Deputy Attorney General's Prison Rape Elimination Act (PREA) working group and reported on potential modifications to Victims of Crime Act funding for incarcerated victims (OVC), continuation of annual **comprehensive statistical reviews** of the incidence and effect of prison rape (BJS), continuation of grants to **develop innovative practices** and programs to address sexual abuse in prison (BJA), continuation of funding for **research on sexual abuse** in correctional facilities (NIJ), expanded language to ensure that the Act's standards were applicable to juvenile facilities (OJJDP), and development of listening sessions and **cost projections for implementing** the PREA standards (Office of the Assistant Attorney General).

The Science Advisory Board is helping inform our program development activities and making sure we're adhering to the highest level of scientific rigor.

—Laurie O. Robinson, Assistant Attorney General, Office of Justice Programs

Evidence in Action (continued from pg. 49)

Data collection challenges include improved statistics on crimes such as child abuse, drunk driving, human trafficking, or homicide. We also need rigorous evaluations of victim service programs to learn what works and what doesn't. This reflects a priority of Assistant Attorney General Laurie Robinson who is helping to ensure, through OJP's Evidence Integration Initiative, or E2I, that research is translated into practice, and that evidence is used to guide decision making.

—Mary Lou Leary, Principal Deputy Assistant Attorney General, Office of Justice Programs

Registration and Notification Act (SORNA); tracked, reviewed, and **verified that OJP programmatically monitored approximately \$3 billion or 36 percent of open, active award funding** and 12 percent (1,447 grants) of active awards; and oversaw the implementation of numerous improvements to OJP's Grants Management System.

- The Office of Administration's (OA) **Acquisition Management Division (AMD)** uses **performance-based contracting** to maintain accountability for major assets and to ensure that a contractor's past performance is an integral consideration when awarding contracts. AMD **awarded over 592 contract actions** totaling \$191,302,954, **ensuring best performance and value** for government purchases through adherence to federal government and Department procurement policies. AMD also **created cost savings** for OJP through actions such as the re-competition of the lease contract for the OJP Copier Program, which resulted in a cost-savings of \$340,000 over a 60-month lease term.
- HRD **Personnel Security staff** initiated and processed 301 new hires (federal and contract staff), processed 22 security certifications, and processed 17 clearance upgrades.
- To ensure that DOJ grant recipients have a more secure method to **receive their grant funds**,

the Office of the Chief Information Officer (OCIO) and OCFO worked together to upgrade the Phone Activated Payment Request System to a **Web-based Grants Payment Request System**. OCFO's comprehensive handling of **\$38 million in unobligated reimbursable balances** was recognized by the departmental OIG as a model for the rest of the Department. OCFO **also collected approximately \$53 million in unused grant funding from grants that had ended with funds remaining**.

- OCFO **exceeded OJP's goal of financially monitoring at least 10 percent of total grant dollars** in FY 2010 by monitoring and reviewing approximately \$2.6 billion (20.6 percent) of OJP's open grant awards, helping to ensure sound stewardship of government resources. OCFO also conducted onsite financial monitoring reviews of 475 grants, of which nearly 361 findings and recommendations were resolved.
- The **Office of General Counsel** helps maintain accountability for OJP funds and programming through provision of **legal guidance** to OJP bureaus and offices on a range of issues, including providing **guidance** on implementation of new grant projects such as the John R. Justice program and the DOJ Coordinated Tribal Assistance Solicitation; reviewing initial **Public Safety Officers' Benefits Program (PSOB)**

findings and making legal determination regarding 477 PSOB claims; advising NIJ regarding the **chemical, biological, radiological, and nuclear protective gear draft standard**, as well as provision of extensive legal advice on questions regarding SORNA and the Tribal Law and Order Act; working with the OIG's Office of General Counsel to develop a departmental **suspension/debarment policy for grants**; and closing 382 **Freedom of Information Act requests**, reviewing and releasing more than 50,000 pages of information.

- OJP's Office of Civil Rights (OCR) helps to ensure that **organizations receiving OJP grant funds are held accountable for upholding the civil rights of their constituents** by enforcing federal statutes prohibiting grant recipients from discriminating against individuals on the basis of race, color, national origin, religion, sex, or age in the delivery of services or benefits, and in their employment practices. OCR **resolved approximately 500 complaints** from individuals who alleged they were discriminated against by OJP grant recipients; reviewed and approved over 150

grant recipients' Equal Employment Opportunity Programs to ensure that their employment practices comply with applicable civil rights laws; conducted onsite **compliance reviews** of five state administering agencies, four law enforcement agencies, and 24 OJP-funded agencies that are involved in the administration of juvenile justice; **trained** over 470 representatives from OJP-funded organizations on their civil rights obligations; and provided legal and staff support to the Review Panel on Prison Rape.



ASSISTANT ATTORNEY GENERAL LAURIE ROBINSON JOINS VICE PRESIDENT JOE BIDEN (LEFT) AND ATTORNEY GENERAL ERIC HOLDER (RIGHT) IN ADDRESSING MEDAL OF VALOR (MOV) AWARD RECIPIENTS. OJP LEADS THE EFFORT TO COMPENSATE FALLEN AND DISABLED PUBLIC SAFETY HEROES AND THEIR SURVIVORS THROUGH THE PUBLIC SAFETY OFFICERS' BENEFITS PROGRAM AND HELPS TO COORDINATE THE MOV NATIONAL AWARDS GIVEN TO PUBLIC SAFETY OFFICERS WHO HAVE EXHIBITED EXCEPTIONAL BRAVERY. ALSO PICTURED ARE THE MOV AWARD RECIPIENTS.

A CAREFULLY MONITORED RECOVERY

“People think the Recovery Act ended in 2009, but that is really not the case,” explains Lara Allen, Program Analyst of the Office of Justice Program’s (OJP) Office of Audit, Assessment, and Management (OAAM). “The work under Recovery Act grants and the monitoring of those grants is still ongoing. In fact, most Recovery Act funds are still being actively monitored.”

In Fiscal Year (FY) 2010, approximately 3,600 Recovery Act grants were monitored through desk reviews and onsite visits by OJP alone, Allen says. OAAM provides oversight of the grant monitoring activities of OJP’s seven bureaus and offices, assisting grant managers who are directly responsible for individual programs and projects.

OJP’s Recovery Act efforts range from assistance for law enforcement agencies to funds for national mentoring programs. In total, OJP administered \$2.7 billion in Recovery Act funding to state, local, and tribal law enforcement and for other criminal and juvenile justice activities that help to prevent crime and improve the criminal justice system while supporting job creation and providing needed resources for states and local communities.

OAAM’s work under the Recovery Act began with the development of a Post-Award Performance and Risk Management Plan and continues today with efforts to take a proactive approach to addressing common mistakes and assisting grantees (see p. 47-48).

OAAM, in collaboration with OJP’s Office of the Chief Information Officer and Office of the Chief Financial Officer, has created tools that automate key steps of the grant monitoring process and identify and fix common errors, including incorrect award numbers and dollar values. “We work behind the scenes to create tools to make the grant managers’ jobs easier and to help the grantees,” Allen explains.

OAAM’s efforts have been guided in part by recommendations from the Office of the Inspector General’s (OIG) 2009 report, *Improving the Grant Management Process*. Following these recommendations, OJP closed 151 of the 288 open single and OIG grant audit reports in FY 2010, representing a return of \$3.3 million to the federal government for unallowable or unsupported costs. In response to these targeted actions, Acting Inspector General Cynthia A. Schnedar noted the “positive steps” the Department of Justice has taken to improve its grant management practices, in particular calling efforts to implement the Recovery Act “extraordinary.”

With OAAM’s guidance, OJP is conducting onsite monitoring visits for Recovery Act grants representing over 30 percent of the total Recovery Act funding. During onsite visits, grant managers see programs in action and ensure the financial and programmatic integrity and accountability of its grantees. “Until every Recovery Act grant is closed, monitoring will continue in a cycle, so if a grantee doesn’t get visited this year, they will in the

future,” says Allen. Programs that don’t receive onsite visits are still subject to mandatory desk reviews, which include a comprehensive review of materials available in the grant file to determine administrative, financial, and programmatic compliance.

In addition to addressing common mistakes and supporting reviews, OAAM has also provided vital training and assistance directly to grantees. OJP, in collaboration with the Community Oriented Policing Service Office and the Office on Violence Against Women, developed several Webinars that offer clear and concise information for grantees on reporting requirements.

“We’ve worked hard to develop new Webinars as issues arise, and the attendance for these has been tremendous,” says Allen. Many of the Recovery Act grantees are first-time grantees, she notes, so they especially need

assistance with compliance. “Even existing grantees need help meeting the additional requirements for the Recovery Act,” she says.

OAAM also provides regular updates to the Frequently Asked Questions and Guidance sections of the OJP Recovery Act Web site, including narrative information on descriptions of jobs created and quarterly project activities. “Narratives are so important because they are available to the public, and they really allow people to see the goals and successes of Recovery Act projects,” Allen explains.

Recovery is, of course, an ongoing process, and the Recovery Act is no exception. Many of the programs initiated under the Act are three-year programs, and their work is really just beginning. As the work of economic recovery persists, OAAM will continue to guide OJP’s efforts to ensure that taxpayer dollars are spent in a manner that avoids waste, fraud, and abuse—in a manner that truly aids recovery.

Until every Recovery Act grant is closed, monitoring will continue in a cycle, so if a grantee doesn’t get visited this year, they will in the future.

—Lara Allen, Program Analyst, Office of Audit, Assessment, and Management

MAKING (DATA) CONNECTIONS

The Hualapai Nation Police Department was investigating a brutal assault during which the victim was attacked with a rock and severely beaten. They had no suspects and few leads. Witness interviews suggested that the crime could be related to a vehicle theft case from months earlier, but officers needed proof.

“Crime data and documentation help us connect crimes,” says Francis E. Bradley, Sr., Chief of Police for the Hualapai Nation, a federally recognized Indian tribe located in northwestern Arizona. Bradley explains that the data his officers input into the FBI’s Uniform Crime Reporting (UCR) program helps them solve cases, while qualifying for additional federal grant funds for public safety. The UCR program collects data on serious offenses, including murder, non-negligent manslaughter, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson (see p. 48).

“In this case, our officers were able to connect aspects of crimes from months apart and come up with a suspect,” Bradley says. “The technology was essential to our crime-fighting efforts.” Now, the same data is helping prosecutors build a case against the suspect, Bradley notes.

The Hualapai Police Department was able to close this case, in part because of the UCR training they received from the Bureau of Justice Statistics (BJS). BJS provided the training under the Tribal Crime Data Project funded by the American Recovery and Reinvestment Act. The Project is designed to increase eligibility for federal grant programs based on local crime data and to collect more reliable information on crimes committed in Indian Country. It is one of many proactive steps the Department of Justice is taking to better understand, address, and combat crime in Indian Country.

Bradley explains that while the Hualapai Tribe began collecting crime data in 2002, they did so without a true understanding of the significance of reporting. “The training really opened our eyes to why we were reporting and what it means for tribal crime efforts overall,” he says.

The training also helped the tribe become eligible for funding under the Byrne Justice Assistance Grant (JAG) program administered by the Bureau of Justice Assistance. JAG funds support a variety of state, local, and tribal criminal justice programs and give jurisdictions the flexibility to address

the most pressing needs in their communities. To qualify for JAG funding, jurisdictions must meet UCR reporting requirements.

Prior to the BJS Tribal Crime Data Project, few tribes were able to meet the FBI standards for UCR crime data submissions. Following the trainings, the number of tribes meeting UCR standards increased from 25 to 144, and the overall amount of JAG funds available to eligible tribes increased from \$159,000 to \$709,000.

Using JAG funds, the Hualapai Police Department was able to secure their radio network and is now planning to set up a data network capable of supporting staff remotely. This will allow officers to avoid long trips back to the office to fulfill reporting requirements. Ultimately, the tribe would like to cover the entire reservation using wireless communication networks.

“Without this funding, we would be in the VHS age in terms of technology, not the DVD age,” Bradley admits.

JAG funding, coupled with improved access to more reliable data, has greatly enhanced local public safety efforts, Bradley says. “UCR reporting is not just more work to do; it has a real lasting benefit for combating tribal crime,” he concludes.

For the Hualapai Tribe and many other tribes throughout the country, the Tribal Crime Data Project has had the dual benefit of improving their use of crime data and increasing their access to much-needed criminal justice grant funds. By linking crimes, closing cases, and using federal funds to plan for the future, the Hualapai Police Department is making connections that will make their community safer.

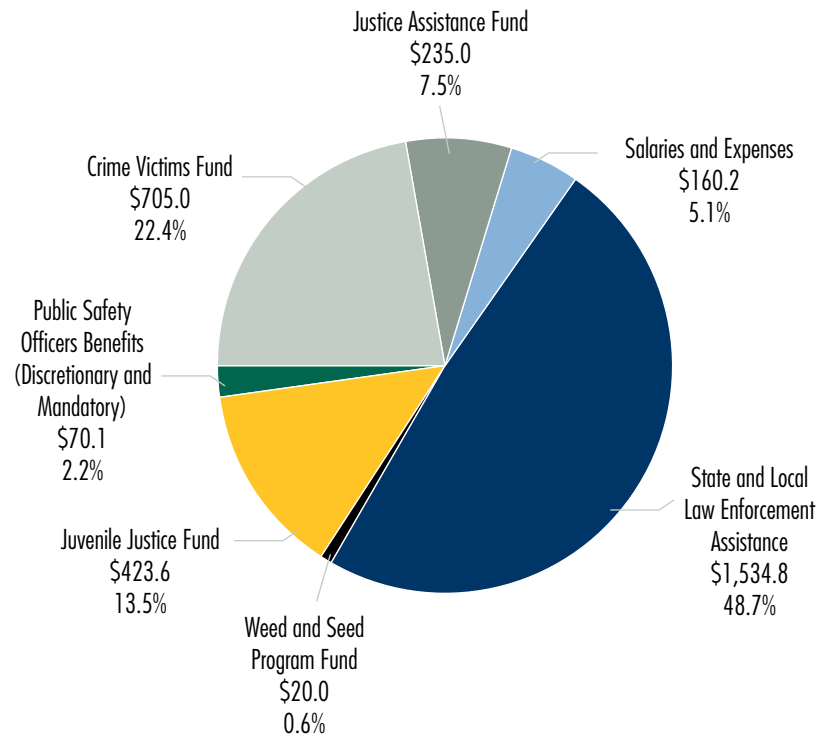
UCR reporting is not just more work to do; it has a real lasting benefit for combating tribal crime.

—Francis E. Bradley, Sr., Chief of Police, Hualapai Nation Police Department

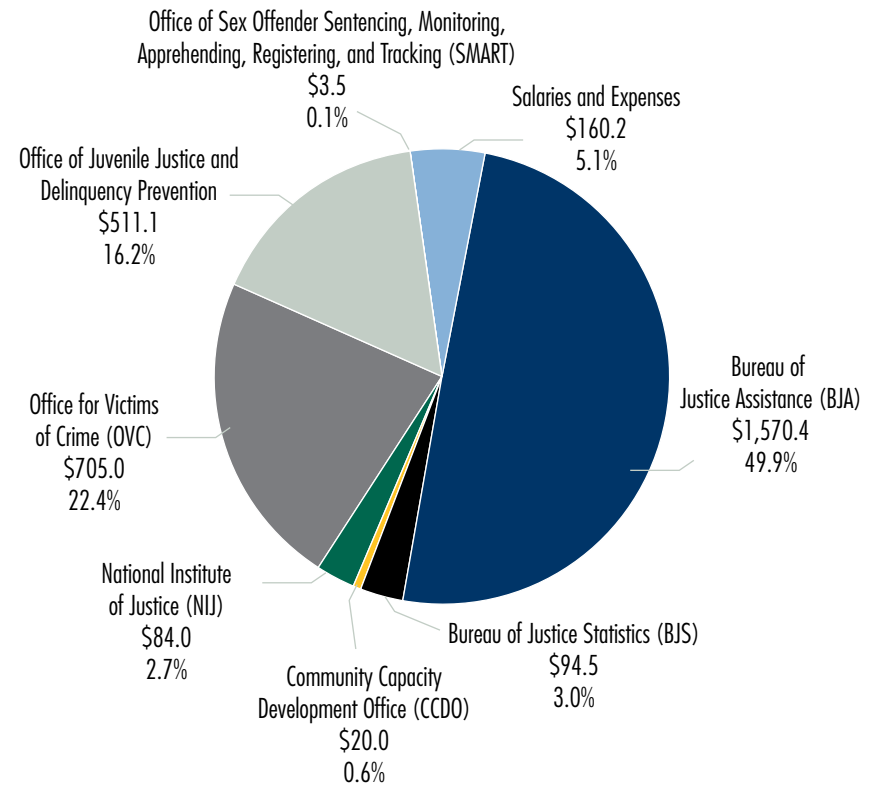
APPENDIX A

OJP FUNDING GRAPHS

**Office of Justice Programs
FY 2010 Enacted by Appropriation**
Total Funding: \$3,148.7 (Dollars in Millions)



**Office of Justice Programs
FY 2010 Enacted by Bureau/Program Office**
Total Funding: \$3,148.7 (Dollars in Millions)



In addition, OJP received transfers from the Office on Violence Against Women (OVW) (\$3.0M) and the Community Oriented Policing Services Office (COPS) (\$203.0M) totaling \$206.0M for an OJP Grand Total of \$3,354.7M.

APPENDIX B

FISCAL YEAR 2010 OJP GRANT AWARDS

Awards are listed by program office and solicitation.

BUREAU OF JUSTICE ASSISTANCE

- BJA FY 10 Adult Drug Court Discretionary Grant Program
- BJA FY 10 Coordinated Tribal Assistance Solicitation (CTAS)
- BJA FY 10 Capital Case Litigation Initiative (CCLI)
- BJA FY 10 Criminal Justice Improvement and Recidivism Reduction through State, Local, and Tribal Justice Reinvestment
- BJA FY 10 Edward Byrne Memorial Justice Assistance Grant (JAG) Program
- BJA FY 10 Encouraging Innovation: Field-Initiated Programs
- BJA FY 10 Enhanced Collaborative Model to Combat Human Trafficking
- BJA FY 10 Family-Based Prisoner Substance Abuse Treatment Program
- BJA FY 10 G20 Summit Security Assistance Reimbursement Grant Program
- BJA FY 10 Harold Rogers Prescription Drug Monitoring Program (PDMP)
- BJA FY 10 Human Trafficking Task Force
- BJA FY 10 Indian Alcohol and Substance Abuse Training and Technical Assistance Program
- BJA FY 10 Intellectual Property Enforcement Program
- BJA FY 10 John R. Justice (JRJ) Grant Program
- BJA FY 10 Joint BJA/SAMHSA Enhancing Adult Drug Court Services, Coordination, and Treatment Program
- BJA FY 10 Justice and Mental Health Collaboration Program (JMHCPC)
- BJA FY 10 National Initiatives Improving Criminal Courts
- BJA FY 10 National Initiatives
- BJA FY 10 National Justice Information Sharing (JIS) Initiative
- BJA FY 10 National Motor Vehicle Title Information System (NMVTIS) Participation Program
- BJA FY 10 National Training and Technical Assistance (TTA) Support to the Gang Resistance Education And Training (G.R.E.A.T.) Program

BUREAU OF JUSTICE ASSISTANCE (CONTINUED)

BJA FY 10 Project Safe Neighborhoods (PSN) National Training and Technical Assistance Program
BJA FY 10 Public Safety Officers' Benefits Awareness, Assistance, and Support
BJA FY 10 Recovery Act
BJA FY 10 Regional Information Sharing Systems
BJA FY 10 Residential Substance Abuse Treatment for State Prisoners (RSAT) Program
BJA FY 10 Resource Center for the Elimination of Prison Rape
BJA FY 10 Second Chance Act
BJA FY 10 Smart Policing: Evidence-Based Law Enforcement Initiative
BJA FY 10 Solicited
BJA FY 10 Statewide Automated Victim Information and Notification (SAVIN)
BJA FY 10 Terrorism Prevention Training and Technical Assistance
BJA FY 10 Tribal Civil and Criminal Legal Assistance Grants, Training, and Technical Assistance
BJA FY 10 Tribal Courts
BJA FY 10 Wrongful Conviction Review Program
DCPO FY 10 Public Education Programs Concerning the Anti-Discrimination Provision of the Immigration and Nationality Act

BUREAU OF JUSTICE STATISTICS

BJS FY 10 2009 Census of Problem-Solving Courts
BJS FY 10 Annual Justice Research and Statistics Conference
BJS FY 10 Assessment of State-Level Data on Elder Abuse
BJS FY 10 Association of State Uniform Crime Reporting Program (ASUCRP) Annual Conference
BJS FY 10 Census of Probation Agencies/Offices
BJS FY 10 Court Statistics Project
BJS FY 10 Criminal History Information Exchange Format (CHIEF) Project
BJS FY 10 Deaths in Custody Reporting Program: Arrest-Related Deaths, 2010-2011
BJS FY 10 Examination of Data Collection Methods for the National Crime Victimization Survey
BJS FY 10 Federal Justice Statistics Program
BJS FY 10 Improving the Sampling Design for the National Crime Victimization Survey (Continuation)
BJS FY 10 Juveniles in Adult Criminal Court
BJS FY 10 Methodological Research to Support the Redesign of the National Crime Victimization Survey: Sub-National Estimates

BUREAU OF JUSTICE STATISTICS (CONTINUED)

BJJ FY 10 NCRP Data Collection 2010-2013
BJJ FY 10 NICS Act Record Improvement Program (NARIP) for States and State Court Systems
BJJ FY 10 NICS State Records Estimates Development and Validation Project
BJJ FY 10 National Criminal History Improvement Program
BJJ FY 10 National Instant Criminal Background Check System (NICS) WebCT Courses
BJJ FY 10 National Prison Rape Statistics Program–Juvenile Data Collection
BJJ FY 10 Recidivism in the National Longitudinal Survey of Youth 1997
BJJ FY 10 Recidivism of Federal Offenders
BJJ FY 10 State Justice Statistics Program (SJS)
BJJ FY 10 State and Local Law Enforcement Agencies: Design and Survey (LEMAS)
BJJ FY 10 Support to Maintain Criminal History Record Extract Software
BJJ FY 10 Survey of Campus Law Enforcement Agencies
BJJ FY 10 Survey of State Court Criminal Appeals, including Capital Case Processing
BJJ FY 10 Survey of State Court Prosecutors
BJJ FY 10 Visiting Fellow: National Crime Victimization Survey
BJJ FY 10 Visiting Fellows Program: Corrections Statistics
BJJ FY 10 Visiting Fellows Program: Drugs and Crime Statistical Series Design Program

COMMUNITY CAPACITY DEVELOPMENT OFFICE

CCDO FY 10 Weed and Seed Communities Competitive Program Guide and Application Kit
CCDO FY 10 Weed and Seed Program Guide and Application Kit: Continuation Sites

NATIONAL INSTITUTE OF JUSTICE

NIJ FY 10 Alternatives to Conducted Less-Lethal Energy Devices
NIJ FY 10 Biometrics Research and Development
NIJ FY 10 CJR (FY 09 Reconsideration)
NIJ FY 10 Communications Technology Center of Excellence
NIJ FY 10 Convicted Offender and/or Arrestee DNA Backlog Reduction Program
NIJ FY 10 Corrections Technology Center of Excellence

NATIONAL INSTITUTE OF JUSTICE (CONTINUED)

NIJ FY 10 Criminal Justice Electronic Crime Technology Center of Excellence
NIJ FY 10 Criminal Justice Training Through The Use of Virtual Environments
NIJ FY 10 Developing and Evaluating Location-based Information Systems for Offender Supervision
NIJ FY 10 Development, Delivery, and Evaluation of Sexual Assault Forensic Training Programs
NIJ FY 10 Electronic Crime and Digital Evidence Recovery
NIJ FY 10 Forensic DNA
NIJ FY 10 Forensic Science Training Development and Delivery Program
NIJ FY 10 Forensic Technology Center of Excellence
NIJ FY 10 Fundamental Research to Improve Understanding of the Accuracy, Reliability, and Measurement Validity of Forensic Science Disciplines
NIJ FY 10 Geospatial Technology
NIJ FY 10 Information Technologies: Improved Delivery of Information to the Officer at the Scene
NIJ FY 10 Information and Geospatial Technologies Center of Excellence
NIJ FY 10 National Law Enforcement and Corrections Technology Center System: National Center
NIJ FY 10 ORE
NIJ FY 10 Office of Investigative and Forensic Sciences Continuations
NIJ FY 10 Office of Science and Technology Continuations
NIJ FY 10 Officer and Vehicle Safety for Law Enforcement Applications
NIJ FY 10 Paul Coverdell Forensic Science Improvement Grants Program
NIJ FY 10 Postconviction DNA Testing Assistance Program
NIJ FY 10 Pursuit Management Technologies
NIJ FY 10 Research and Development on Forensic Crime Scene and Medicolegal Death Investigations
NIJ FY 10 Research and Development on Instrumental Analysis for Forensic Science Applications
NIJ FY 10 Research and Development on Pattern and Impression Evidence
NIJ FY 10 Sensor and Surveillance Technologies for Criminal Justice Applications
NIJ FY 10 Sensor, Surveillance, and Biometric Technologies Center of Excellence
NIJ FY 10 Solving Cold Cases with DNA
NIJ FY 10 Technology Research and Development for Law Enforcement and Corrections Applications (Reconsideration)
NIJ FY 10 Technology Research and Development: Assured Communications for Law Enforcement Operations
NIJ FY 10 Using DNA Technology to Identify the Missing
NIJ FY 10 Weapons and Protective Systems Technology Center of Excellence

OFFICE FOR VICTIMS OF CRIME

OVC FY 10 2011 National Crime Victims' Rights Week Resource Guide
OVC FY 10 Action Partnership for Membership, Professional, and Community Service Organizations Responding to Children Exposed to and Victimized by Violence
OVC FY 10 CFBS/CVIC Continuation Grant Program
OVC FY 10 CFBS/CVIC TTA Continuation Grant Program
OVC FY 10 CTAS Purpose Area 7: Provide community outreach and victim assistance services to address elder abuse (Tribal Elder Outreach Program)
OVC FY 10 Children's Justice Act Partnerships for Indian Communities Continuation Grant Program
OVC FY 10 Enforcing Victims' Rights: Direct Representation Through Legal Clinics
OVC FY 10 Enhanced Collaborative Model to Combat Human Trafficking
OVC FY 10 Enhancing Public Awareness and Outreach for Victims in Underserved Communities
OVC FY 10 Helping Organizations and Programs Expand (HOPE III)
OVC FY 10 Identity Theft—Strengthening Partnerships and Building Identity Theft Victim Coalitions and Advocate Networks
OVC FY 10 Intensive Case Management for Family Members of Homicide Victims (Continuation)
OVC FY 10 Mass Casualty and Violence at Home and Abroad Conference
OVC FY 10 NCVRW Community Awareness Projects
OVC FY 10 National Day of Remembrance of Murder Victims
OVC FY 10 National Training Conference on Responding to Crime Victims with Disabilities
OVC FY 10 SART Conference 2011 (Continuation)
OVC FY 10 Services for American Victims of Domestic Violence Abroad
OVC FY 10 Standards for Victim Assistance Programs and Providers
OVC FY 10 Training and Technical Assistance for the Children's Justice Act Partnerships for Indian Communities Continuation Grant Program
OVC FY 10 Tribal Victim Assistance Discretionary Grant Program
OVC FY 10 Tribal Victim Assistance Training and Technical Assistance
OVC FY 10 VOCA Victim Assistance Formula
OVC FY 10 VOCA Victim Compensation Formula
OVC FY 10 Victim Assistance Fellowship Program

OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION

OJJDP FY 10 AMBER Alert Training and Technical Assistance Program
OJJDP FY 10 Attorney General's Children Exposed to Violence Demonstration Program: Phase I

OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION (CONTINUED)

- OJJDP FY 10 Coordinated Tribal Assistance Solicitation (CTAS)
- OJJDP FY 10 Child Abuse Training for Judicial and Court Personnel Continuation
- OJJDP FY 10 Child Protection Division Fellowship Program on Children's Exposure to Violence
- OJJDP FY 10 Child Protection Programs In Indian Country
- OJJDP FY 10 Community-Based Violence Prevention Demonstration Program
- OJJDP FY 10 Court Appointed Special Advocates (CASA)
- OJJDP FY 10 Demonstration Programs Division Grants
- OJJDP FY 10 Enforcing Underage Drinking Laws Assessment, Strategic Planning, and Implementation Initiative
- OJJDP FY 10 Enforcing Underage Drinking Laws Block Grants Program
- OJJDP FY 10 Engaging Law Enforcement through Training and Technical Assistance to Reduce Juvenile Crime, Victimization, and Delinquency
- OJJDP FY 10 Evaluations of Girls' Delinquency Programs
- OJJDP FY 10 Family Drug Court Programs
- OJJDP FY 10 Field Initiated Research and Evaluation Program
- OJJDP FY 10 Group Mentoring Research and Evaluation Program
- OJJDP FY 10 Internet Crimes Against Children (ICAC)
- OJJDP FY 10 Juvenile Accountability Block Grants Program
- OJJDP FY 10 Juvenile Drug Courts
- OJJDP FY 10 Juvenile Indigent Defense National Clearinghouse
- OJJDP FY 10 Juvenile Workforce Development Programs in El Paso, TX
- OJJDP FY 10 Membership Support Services for Nonprofit Missing Children's Organizations Continuation Program
- OJJDP FY 10 Mentoring Research Best Practices
- OJJDP FY 10 Mentoring for Safe Schools Healthy Students Initiatives
- OJJDP FY 10 Missing and Exploited Children National Training Program
- OJJDP FY 10 Missing and Exploited Children Program Support
- OJJDP FY 10 Multi-State Mentoring Initiative
- OJJDP FY 10 National Center for Missing and Exploited Children Program
- OJJDP FY 10 National Evaluation of Safe Start Promising Approaches
- OJJDP FY 10 National Evaluation of the Community-Based Violence Prevention Program
- OJJDP FY 10 National Girls Institute
- OJJDP FY 10 National Incidence Studies of Missing, Abducted, Runaway, and Thrownaway Children 3

OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION (CONTINUED)

OJJDP FY 10 National Juvenile Justice Data Analysis Program
OJJDP FY 10 National Juvenile Justice Evaluation Center
OJJDP FY 10 National Mentoring Programs
OJJDP FY 10 National Survey on Children Exposed to Violence: New Cohort Continuation
OJJDP FY 10 National Training and Technical Assistance Center for Youth in Custody
OJJDP FY 10 Nonparticipating State Program: Wyoming
OJJDP FY 10 Recovery Act–Needs Assessment and Developmental Activities for the National Internet Crimes Against Children Data System (NIDS)
OJJDP FY 10 Research on Technology-Facilitated Crimes Against Children
OJJDP FY 10 Safe Start Promising Approaches Project
OJJDP FY 10 Second Chance Act
OJJDP FY 10 State Relations and Assistance Division State Advisory Group Training and Technical Assistance Project
OJJDP FY 10 Strategic Enhancement to Mentoring Programs
OJJDP FY 10 Support for Conferences on Juvenile Justice
OJJDP FY 10 Title II Formula Grants Program
OJJDP FY 10 Title V Community Prevention Grants Program
OJJDP FY 10 Tribal Youth
OJJDP FY 10 VOCA
OJJDP FY 10 Youth Gang Prevention and Intervention Program
OJJDP FY 10 Youth with Sexual Behavior Problems Program

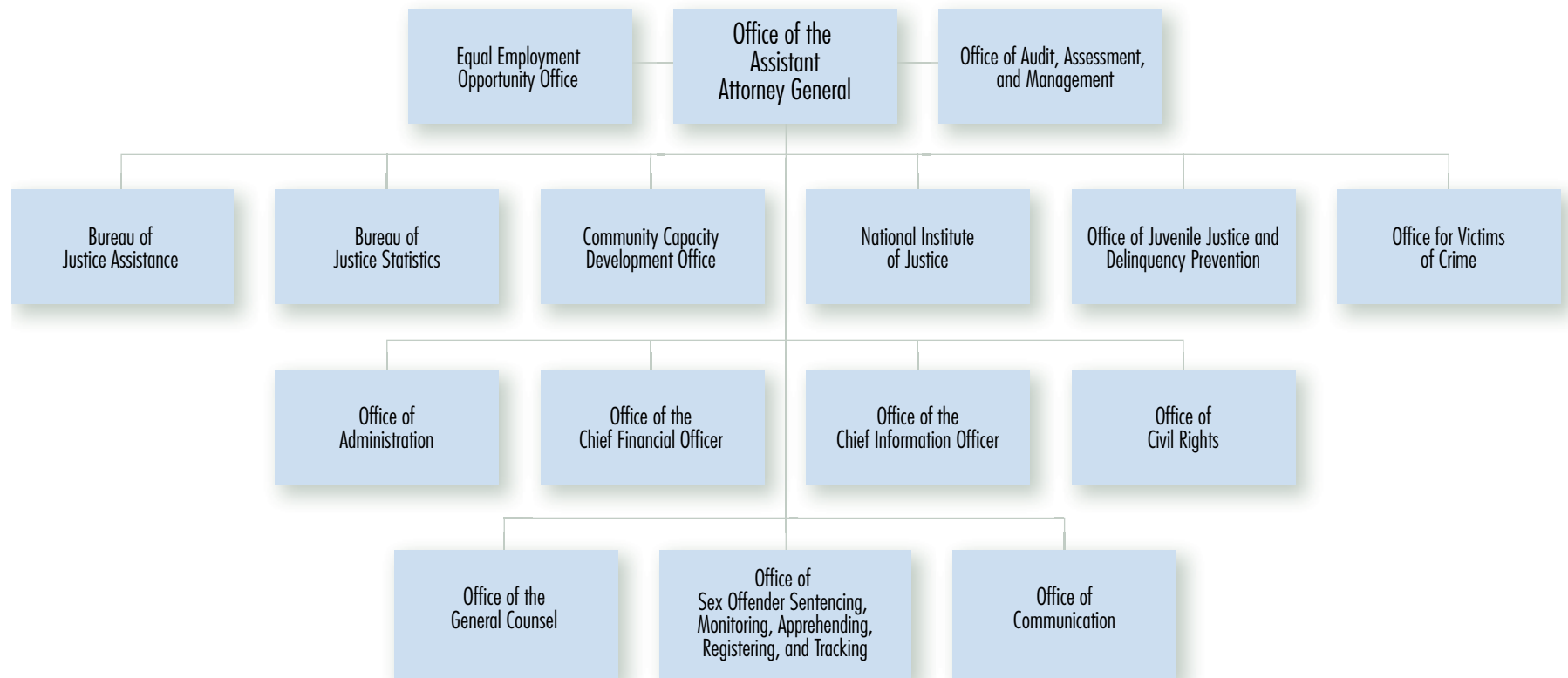
OFFICE OF SEX OFFENDER SENTENCING, MONITORING, APPREHENDING, REGISTERING, AND TRACKING

SMART FY 10 Comprehensive Approaches to Sex Offender Management Grant Program
SMART FY 10 Comprehensive Approaches to Sex Offender Management Training and Technical Assistance Program
SMART FY 10 Dru Sjodin National Sex Offender Public Web Site
SMART FY 10 Support for Adam Walsh Act Implementation Grant Program

Note: Information regarding the solicitations listed in this appendix can be viewed at http://www.ojp.gov/funding/FY2010_awards_solicitation.htm.

APPENDIX C

OJP ORGANIZATIONAL CHART



APPENDIX D

MEET THE OJP LEADERSHIP



Laurie O. Robinson was sworn in as Assistant Attorney General on November 9, 2009. Ms. Robinson previously served as Assistant Attorney General at the Office of Justice Programs from 1993 to February 2000. During that time, she oversaw the largest increase in federal spending on criminal justice research in the nation’s history, and under

her leadership the annual appropriations for OJP grew substantially—from \$800 million in 1993 to over \$4 billion in 2000. At the same time, she spearheaded initiatives in areas ranging from comprehensive community-based crime control to violence against women, law enforcement technology, drug abuse, and corrections.

Ms. Robinson served as Acting Assistant Attorney General and Principal Deputy Assistant Attorney General of OJP from January 2009 until nominated by President Barack Obama in September 2009. Since returning to the Department of Justice, she has overseen the implementation of the \$2.7 billion in programs for which Congress assigned responsibility to OJP under the American Recovery and Reinvestment Act; launched a new agency-wide Evidence Integration Initiative to help ensure science-based

approaches in OJP-funded programs; and held a series of “listening sessions” with state and local constituents to learn what OJP can do to better serve the field.

From 2004 until January 2009, Ms. Robinson served as Director of the Master of Science Program in the University of Pennsylvania’s Department of Criminology. Between 2001 and January 2009, she also served as a Distinguished Senior Scholar in the University’s Jerry Lee Center of Criminology and as Executive Director of its Forum on Crime & Justice. Prior to joining the Department of Justice in 1993, Ms. Robinson was the Director of the American Bar Association’s Section of Criminal Justice for 14 years, where she founded the ABA’s Juvenile Justice Center.

Ms. Robinson has served on a number of national boards relating to the justice system (including the Board of Trustees of the Vera Institute of Justice, which she chaired; the Board of Directors of the Police Foundation; and the Advisory Board for the George Mason University Administration of Justice Program), has published numerous articles in criminal justice and legal periodicals, and has spoken at hundreds of criminal justice-related conferences and forums. She is a magna cum laude graduate of Brown University and a member of Phi Beta Kappa.



Mary Lou Leary joined the Office of the Assistant Attorney General at the Office of Justice Programs in May 2009 when she was appointed Deputy Assistant Attorney General. She was named Principal Deputy Assistant Attorney General in September 2009. Prior to that, she served as Executive Director of the National Center for Victims of Crime, a private nonprofit in Washington, D.C., for four years.

From 1999 to 2001, Ms. Leary's service at the U.S. Department of Justice included acting Assistant Attorney General for the Office of Justice Programs, Deputy Associate Attorney General for the Office of the Associate Attorney General, and acting Director of the Office of Community Oriented Policing Services.

Ms. Leary has also served as United States Attorney, Principal Assistant and then Senior Counsel to the United States Attorney for the District of Columbia, and Chief, Superior Court Division. Her career included extensive trial and grand jury experience as Assistant United States Attorney in the District of Columbia and Assistant District Attorney in Middlesex County, Massachusetts.



Phillip Merkle is the Acting Deputy Assistant Attorney General and the Director of the Office of Administration. Mr. Merkle has worked at OJP for over 15 years in various capacities, including Grant Manager, Program Manager, Policy Advisor, and Attorney Advisor. He has worked within

several OJP components including the former Corrections Program Office, which has since merged with the Bureau of Justice Assistance (BJA); BJA; the Community Capacity Development Office; and the Office of General Counsel. Prior to joining the Department of Justice in 1996, he was a criminal defense/civil litigation attorney in Prince George's County, Maryland, for three years and a judicial clerk for in the Circuit Court of Maryland for Prince George's County for 18 months. Mr. Merkle graduated from the University of Richmond with a double major in political science and criminal justice. Following college, he attended the Catholic University School of Law in Washington, D.C., where he received his Juris Doctorate.



Eugenia Tyner-Dawson is the Executive Director, Justice Programs Council on Native American Affairs, and the Senior Advisor to the Assistant Attorney General for Tribal Affairs. She is a member of the Sac and Fox Nation and is a descendent of the Absentee Shawnee Tribe of Oklahoma. Ms. Tyner-Dawson has worked in law enforcement as a

certified peace officer and has an extensive background in serving tribal governments and tribal organizations. For 11 years, she worked with her own tribe, directing numerous tribal programs and volunteering as a deputy court clerk and reserve police officer.

In 1996, she worked as a lobbyist for SENSE, Inc. In 1998 Ms. Tyner-Dawson began her federal career with the Department of Health and Human Services (HHS), where she worked for the Indian Health Service (IHS), in the Office of Tribal Self-Governance. From 2000–2006, she

served as the Senior Advisor for Tribal Affairs in the Secretary's Immediate Office, working on tribal issues. She also served as the Acting Executive Director for the HHS Intradepartmental Council on Native American Affairs, and she served as the Acting Deputy Director of the IHS, supporting the management of the \$3.7 billion national health care delivery program for approximately 1.6 million of the nation's 2.6 million American Indians and Alaska Natives. Ms. Tyner-Dawson also served as the Associate Director for Planning and Policy Coordination for the Office of Minority Health. She has an Associate of Arts degree in Business Administration.



Denise E. O'Donnell was sworn in as the Director of the Bureau of Justice Assistance (BJA) on June 6, 2011, after being nominated for the post by President Barack Obama and confirmed by the United States Senate. In 1985, Ms. O'Donnell joined the U.S. Attorney's Office in the Western District of New York as a criminal prosecutor.

She was promoted to Appellate Chief in 1990 and named First Assistant U.S. Attorney in 1993. As First Assistant, Ms. O'Donnell worked on the national investigation that developed crucial evidence against Timothy J. McVeigh, who was convicted of orchestrating the 1995 bombing of the Oklahoma City federal building. Ms. O'Donnell was appointed U.S. Attorney by President Bill Clinton in 1997 and became the first woman ever to hold the position of top federal prosecutor in upstate New York. She served as vice chair of the U.S. Attorney General's Advisory Committee in Washington, D.C., where she was a member of the Investigations & Intelligence, Northern Border, and Civil Rights subcommittees. In her role as

U.S. Attorney for the Western District of New York, Ms. O'Donnell helped establish a program to prevent housing discrimination and was instrumental in creating the first Hate Crimes Task Force in the Western District of New York. Ms. O'Donnell entered private practice in 2001, becoming a litigation partner at Hodgson Russ LLP, where she concentrated on government investigations; health care law; civil fraud and false claims act litigation; money laundering and financial crimes; and corporate ethics and compliance.

In recent years, Ms. O'Donnell has served as the New York State Deputy Secretary for Public Safety, overseeing 11 homeland security and criminal justice agencies. She also has served on the Conviction Integrity Advisory Panel for the Manhattan District Attorney's Office; the Criminal Justice Council of the New York City Bar Association; and the Criminal Justice Section of the New York State Bar Association. Ms. O'Donnell has also taught at the State University of New York (SUNY) at Buffalo and served as a lecturer with the Justice Department's Office of Legal Education. She obtained a master's degree in social work from SUNY Buffalo, and she graduated summa cum laude from the University at Buffalo Law School.



James H. Burch, II, was designated Acting Director of the Bureau of Justice Assistance (BJA) by President Barack Obama on January 20, 2009, and served in this position through June 6, 2011. Prior to his appointment as the Acting Director, Mr. Burch served as the Deputy Director for Policy at BJA, overseeing an office and efforts designed to

provide leadership in criminal justice policy, training, and technical assistance and to further the administration of justice. The Policy Office also acts as a liaison to national organizations that partner with BJA to develop policy guidance and help disseminate information on best and promising practices. The Policy Office focuses in the areas of law enforcement, information sharing, courts, community and institutional corrections, drug policy and substance abuse, mental health in the justice system, tribal justice, and crime prevention. Formerly, Mr. Burch was the Director of the Special Emphasis Division at the Office of Juvenile Justice and Delinquency Prevention (OJJDP).

Immediately prior to joining the Department of Justice, Mr. Burch worked as a contractor on various DOJ programs and issues. Like many of the staff in BJA, Mr. Burch also has professional experience at the local level, working for several years on case and records management and automation for the Circuit Court in Prince George's County, Maryland, and as a civilian within a local law enforcement agency. Mr. Burch has been the co-author of several DOJ publications on anti-gang strategies and has served as a guest instructor at the FBI's National Academy for state and local law enforcement executives. Mr. Burch has a master of science in Administration from Central Michigan University, with a focus on administration and law enforcement issues, and a bachelor of arts in Criminal Justice from the University of Maryland at College Park. Having come from family of law enforcement and public safety officers, Mr. Burch has dedicated his professional career to bringing local justice needs and understanding to the forefront of BJA efforts and, as a result, serving local justice and public safety in a more responsive and responsible manner.



James P. Lynch was nominated by President Barack Obama to be Director of the Bureau of Justice Statistics (BJS). He was confirmed by the Senate on June 22, 2010. Previously he was a Distinguished Professor in the Department of Criminal Justice at John Jay College, City University of New York. He was a professor in the Department of Justice, Law, and Society at American University from 1986 to 2005 and chair of the department from 2003 to 2005. He was the Vice-president elect of the American Society of Criminology (ASC) and served previously on the Board of ASC as well as the Committee on Law and Justice Statistics of the American Statistical Association. Dr. Lynch was co-editor of the *Journal of Quantitative Criminology*. From 2007 to 2009 he was a member of the National Academy of Science panel evaluating BJS programs.

Dr. Lynch has published four books and numerous articles on crime statistics, victimization surveys, victimization risk, and the role of sanctions in social control. He received his BA degree from Wesleyan University and his MA and Ph.D. in Sociology from the University of Chicago.



Dennis E. Greenhouse was named Director of the Community Capacity Development Office in May 2006. Mr. Greenhouse had been the Deputy Director of the Office for Victims of Crime (OVC) since September of 2003. From 1999 to 2000, Mr. Greenhouse served as the Principal Deputy Director of the Office of Community Oriented Policing

Services (COPS) at the Department of Justice. Before coming to the COPS office, Mr. Greenhouse was Acting Deputy Director of the Bureau of State and Local Affairs for the White House Office of National Drug Control Policy, where he was recognized for Outstanding Achievement and Significant Contributions to the High Intensity Drug Trafficking Program. Mr. Greenhouse joined the Drug Policy Office in 1997. Prior to that, he held public office for 14 years. From 1989 to 1997, Mr. Greenhouse was the elected County Executive of the most populous county in Delaware, serving two-thirds of the residents of the state. From 1983 to 1989 he held the post of Delaware State Auditor.

Mr. Greenhouse has been active in a variety of local, state, and national organizations and has been honored for his service by many community and law enforcement groups. As Chair of the National Association of Counties Justice and Public Safety Committee, he worked to develop strategies for crime fighting, prevention, and early intervention issues with federal, state, and local officials across the country. He received the National Council of Elected County Executives' Outstanding Service Award for creating the New Castle County Community Partnership. This inclusive and effective substance abuse prevention effort, which partners government, law enforcement, business, and nonprofit groups with grassroots community members, has become a model for similar programs nationwide. As New Castle County Executive, Mr. Greenhouse made public safety a top priority. Under his administration, the New Castle County Police Department became one of the most effective and progressive in the nation. He aggressively supported the department's community policing program, developing and implementing long-lasting neighborhood stabilization

programs. A graduate of Fairleigh Dickinson University in Teaneck, New Jersey, Mr. Greenhouse had a career in finance before his election to public office.



John H. Laub, Ph.D., was nominated by President Barack Obama to be Director of the National Institute of Justice (NIJ). He was confirmed by the Senate on June 22, 2010. Before coming to NIJ, Dr. Laub was a Distinguished University Professor in the Department of Criminology and Criminal Justice at the University of Maryland at College Park.

He was named a Distinguished Scholar-Teacher at the University for the 2006-2007 academic year. He has also served as a Visiting Scholar in the Institute for Quantitative Social Science at Harvard University and was the Editor of the *Journal of Quantitative Criminology* for five years. From 2002 to 2008, he was a member of the Committee on Law and Justice of the National Academies of Science.

Dr. Laub has coauthored two award-winning books: *Crime in the Making: Pathways and Turning Points Through Life* (Harvard University Press, 1993) and *Shared Beginnings, Divergent Lives: Delinquent Boys to Age 70* (Harvard University Press, 2003). In addition, Dr. Laub has authored many research articles in the areas of crime and deviance over the life course, juvenile delinquency and juvenile justice, and the history of criminology. Dr. Laub was named a fellow of the American Society of Criminology in 1996 and served as ASC's President from 2002 to 2003. In 2005, ASC presented him with its Edwin H. Sutherland Award for outstanding

contributions to theory or research in criminology. NIJ Director John Laub and his longtime collaborator Robert Sampson of Harvard University are joint recipients of the 2011 Stockholm Prize in Criminology for their research showing why and how criminals stop offending. Dr. Laub received his BA from the University of Illinois, Chicago, and his MA and Ph.D. in Criminal Justice from the State University of New York at Albany.



Jeff Slowikowski was designated Acting Administrator of the Office of Juvenile Justice and Delinquency Prevention (OJJDP) by President Barack Obama on January 20, 2009. Mr. Slowikowski became the Associate Administrator of OJJDP's Demonstration Programs Division in May 2004. Under his direction, the division managed a

variety of grants that support demonstration, research, evaluation, and training and technical assistance programs, including drug court, gang, juvenile violence, mentoring, reentry, tribal youth, truancy, and underage drinking initiatives. Mr. Slowikowski was instrumental in the development and implementation of the performance measure system that assesses the efficacy of programs funded by OJJDP.

Mr. Slowikowski joined OJJDP in August 1990 under the Presidential Management Intern Program. From 1990 to 2003, he served in the Research and Program Development Division, as a Program Manager and, subsequently, as Deputy Director. Since joining OJJDP, Mr. Slowikowski has led the development and management of several demonstration and research projects, including the Comprehensive Strategy for Serious, Violent, and

Chronic Juvenile Offenders and the Evaluation of the Partnerships To Reduce Juvenile Gun Violence. He also worked closely with the Department of Justice's Office of Community Oriented Policing Services to develop a Youth Focused Community Policing Program. Mr. Slowikowski earned his bachelor of science in Criminal Justice from the University of Baltimore and a graduate certificate in Police Administration and master of Public Administration from the University of Baltimore.



Joye E. Frost was designated Acting Director of the Office for Victims of Crime (OVC) by President Barack Obama on January 20, 2009. Prior to that appointment, Ms. Frost served as the Principal Associate Director for OVC. In that role, she guided much of OVC's work in developing national scope training, technical assistance, and other resources

to address ongoing and emerging issues in the crime victims' field and to improve the nation's response to crime victims. She was instrumental in the development of OVC's Sexual Assault Nurse Examiner (SANE) and Sexual Assault Response Team (SART) Training and Technical Assistance Project and has spearheaded a number of OVC initiatives to identify and serve victims of crime with disabilities. She also implemented a discretionary grant program that funds comprehensive services to victims of human trafficking. Since 2001, she has directed OVC's efforts to sponsor the annual observance of National Crime Victims' Rights Week, including an awards ceremony that involves the Attorney General in Washington, D.C., for distinguished service to crime victims.

Ms. Frost began her career as a Child Protective Services caseworker in South Texas and has worked in the victim assistance, healthcare, and disability advocacy fields for more than 30 years in the United States and Europe, including several years working at the community and headquarters level for the Department of Army. Ms. Frost received a bachelor of arts in Anthropology from the University of Texas at Austin and a master of Health Services Management from the University of Mary Hardin-Baylor.



Linda M. Baldwin was named Director of the Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART) Office in July 2009. Prior to joining the SMART Office, Ms. Baldwin served as a project manager for the New York State Unified Court System’s Office of Court Administration, where she planned and implemented ground-breaking problem-solving court initiatives on behalf of the Deputy Chief Administrative Judge for Court Operations and Planning. During her seven-year tenure, Ms. Baldwin implemented and expanded statewide initiatives for New York State’s sex offense, mental health, and

drug treatment courts. As part of her work on the New York State Sex Offense Court Initiative, Ms. Baldwin organized training programs designed to teach and promote best practices for managing the high-risk population of sex offenders. She also led an effort to create the initiative’s mission statement and key principles, which were designed to guide and promote uniformity among these courts. Ms. Baldwin personally provided technical assistance to the first five sex offense courts in New York State.

Prior to joining the New York State Unified Court System, Ms. Baldwin spent eight years in private practice, concentrating in commercial litigation, real estate, and zoning law. She began her legal career as a law clerk for New Jersey Supreme Court Justice Gary S. Stein after receiving her law degree from Columbia University School of Law. Before attending law school, Ms. Baldwin worked for five years for the City of New York’s Department of Housing Preservation and Development and Department of City Planning. Ms. Baldwin received a masters in Urban Planning from the New York University Wagner School of Public Service in 1989, and a bachelor of arts from Amherst College.

APPENDIX E

OJP'S COMPONENT OFFICES

Bureaus and Program Offices

The **Bureau of Justice Assistance** (BJA) provides leadership and assistance to local criminal justice programs that improve and reinforce the nation's criminal justice system. BJA's goals are to reduce and prevent crime, violence, and drug abuse and to improve the way in which the criminal justice system functions. In order to achieve such goals, BJA programs illustrate the coordination and cooperation of local, state, and federal governments. BJA works closely with programs that bolster law enforcement operations, expand drug courts, and provide benefits to safety officers. BJA is comprised of three key areas: Policy, Programs, and Planning.

- The Policy Office acts as a national leader for criminal justice policy, training, and technical assistance to advance the direction of justice. It also acts as a connecting point with national organizations to set policy and help broadcast information on the best practices.
- The Programs Office organizes and manages all state and local grant programs. It functions as a direct line of communication to states, territories, and tribal governments because the office is responsible for providing assistance and coordinating resources.

- The Planning Office is responsible for providing overall BJA-wide coordination. It handles planning, communications, and budget formulation and execution.

BJA Main Line: 202-616-6500

BJA E-mail: askbja@usdoj.gov

The **Bureau of Justice Statistics** (BJS) is the primary statistical agency of the Department of Justice. BJS collects, analyzes, publishes, and disseminates information on crime, criminal offenders, crime victims, and criminal justice operations. BJS also provides financial and technical support to state, local, and tribal governments to improve their statistical capabilities and the quality and the utility of their criminal history records. BJS provides statistical information to the President, Congress, other officials, and the public with accurate, timely, and objective data about crime and the management of criminal justice.

BJS Main Line: 202-307-0765

BJS E-mail: askbjs@usdoj.gov

The **Community Capacity Development Office** (CCDO) will be closed at the end of FY 2011, as the Weed and Seed Program was discontinued in FY 2011, with no funding provided for it. CCDO is

committed to supporting existing grantees until the end of the grant award period by providing programmatic management and oversight. The Weed and Seed initiative was CCDO's flagship strategy offering an innovative and comprehensive multiagency approach to law enforcement, crime prevention, and community revitalization. CCDO oversaw a network of more than 300 Weed and Seed communities. CCDO also housed the American Indian/Alaska Native Affairs Desk, which coordinated training and technical assistance, advised OJP leadership on Indian Country matters, and directed Indian tribes, tribal communities, and Alaska Native villages to funding opportunities and other resources. CCDO also worked on reentry issues, helping state and local agencies access and leverage resources from existing state formula and block grants to support their efforts to integrate returning offenders. Preventing crime in public housing developments also was a major CCDO focus.

CCDO Main Line: 202-616-1152

CCDO E-mail: ojp.ocom@usdoj.gov

The **National Institute of Justice** (NIJ) focuses on research, development, and evaluation of crime control and justice issues. NIJ provides objective, independent, evidence-based knowledge and tools to meet the challenge of criminal justice, particularly at local and state levels. NIJ

funds research, development, and technology assistance. NIJ also assesses programs, policies, and technologies. NIJ publicizes the research it conducts and the evaluation findings through conferences, reports, and the media. The NIJ has two offices: the Office of Research and Evaluation and the Office of Science and Technology.

- The Office of Research develops, conducts, directs, and supervises research and evaluation activities across a wide variety of issues.
- The Office of Science and Technology manages technology research and development, development of technical standards, testing, forensic sciences capacity building, and technology assistance to state and local law enforcement and corrections agencies.

NIJ Main Line: 202-307-2942

NIJ E-mail: asknij@usdoj.gov

The **Office of Juvenile Justice and Delinquency Prevention**

(OJJDP) assists local community endeavors to effectively avert and react to juvenile delinquency and victimization. Through partnerships with experts from various disciplines, OJJDP aims to improve the juvenile justice system and its policies so that the public is better protected, youth and their families are better served, and offenders are held accountable. OJJDP

develops, implements, and monitors programs for juveniles. The office also supports many research, program, and training initiatives; develops priorities and goals and sets policies to guide juvenile justice issues; disseminates information about juvenile justice issues; and awards funds to states to support local programming nationwide.

OJJDP Main Line: 202-307-5911

OJJDP E-mail: askjj.ncjrs.gov

The **Office for Victims of Crime (OVC)** provides leadership and funding for victims of crimes. OVC distributes federal funds to victim assistance programs across the country. OVC offers training programs for professionals and their agencies that specialize in helping victims. OVC circulates publications and hosts various programs to help develop awareness about victims' rights and services to the public. OVC's main undertaking is to improve the nation's ability to help victims of crime and to be a leader in transforming attitudes, policies, and practices that encourage justice and healing for victims. There are five divisions of the OVC which administer particular areas. They are as follows:

- Federal Assistance Division
- Program Development and Dissemination Division
- State Compensation and Assistance Division
- Training and Information Dissemination Division
- Terrorism and International Victim Assistance Services Division.

OVC Main Line: 202-307-5983

OVC E-mail: ovc.ncjrs.gov/askovc

The **Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART)** Office was authorized by the Adam Walsh Child Protection and Safety Act of 2006. The SMART Office is responsible for establishing and maintaining the standards of the Sex Offender Registration and Notification Act (SORNA) as defined by the Adam Walsh Act. The SMART Office also oversees grant programs regarding sex offender treatment and the implementation of SORNA.

SMART Main Line: 202-514-4689

SMART E-mail: GetSMART@usdoj.gov

Support Offices

The **Office of Administration (OA)** is responsible for overseeing the administrative management services for OJP. This includes human resources recruitment and management; labor relations; contracting and procurement; property and space management; and maintenance, safety, and security of facilities. The Office of Administration includes the following divisions:

- Human Resources (HRD) provides advice and guidance to OJP management, employees, and job applicants in matters such as filling vacant positions; employee salary and benefits; training and development; equal employment opportunity; evaluating, rewarding, and

improving employee performance; employee-management relations; organizational structure; staffing alternatives; classification of positions; and maintaining employee employment records.

- Acquisition Management (AMD) supports all phases of the acquisition process, from acquisition planning to post-award services for a variety of goods and services used in the daily operations.
- Support Services Division (SSD) manages building space, operations, printing and reproduction, mail distribution, and housekeeping and the maintenance of facilities. This division also coordinates the safety and security of building occupants.

OA Main Line: 202-307-0087

Human Resources: 202-307-0730

The **Office of Audit, Assessment, and Management (OAAM)** works to improve and enhance programmatic oversight for the Office of Justice Programs' bureaus and program offices, as well as the Office of Community Oriented Policing Services (COPS) Office and the Office on Violence Against Women. OAAM has four main responsibilities: 1) ensure financial grant compliance and auditing of OJP's internal controls to prevent waste, fraud, and abuse; 2) conduct program assessments of OJP and COPS Office grant programs; 3) oversee monitoring activities; and 4) serve as a central source for grant management policy.

OAAM performs coordination and oversight activities in support of OJP's implementation of the American Recovery and Reinvestment Act of 2009,

working to ensure that the goals of the Recovery Act are met within a framework of accountability and that the risk of waste, fraud, error, or abuse is mitigated.

To accomplish its mission, OAAM is divided into three divisions:

- The Audit and Review Division conducts internal reviews of OJP processes and coordinates all activities related to OJP operations.
- The Program Assessment Division conducts assessments of grant programs and initiatives and oversees monitoring.
- The Grants Management Division creates and maintains tools, policies, and practices to support OJP staff and ensure they are managing their grants effectively.

The **Office of the Chief Financial Officer (OCFO)** provides fiscal policy guidance and provides accounting, budget, financial and grants management, and claims collection services. OCFO consists of three divisions:

- Budget, Planning, and Performance Division (formerly Office of Budget and Management Services)
- Finance, Accounting, and Analysis Division
- Grants Financial Management Division

These units work together to assess grantee and OJP financial management policies, procedures, and practices, and to contribute to overall

financial integrity and the achievement of OJP-wide goals and objectives. Services include the following:

- OJP annual budget preparation
- Allocation and tracking of OJP funds
- Implementation of the National Performance Review, Federal Managers' Financial Integrity Act, Government Performance and Results Act, and other initiatives
- Grantee financial monitoring
- Audits
- Technical/financial assistance to grantees and program offices
- Site visits and compliance review
- Financial management training to grantee and program offices
- Financial management policy development and implementation
- Financial reports preparation

OCFO Main Line: 202-307-0623

Fax: 202-616-5962

OCFO E-mail: ask.ocfo@usdoj.gov

Customer Service Center: 1-800-458-0786 (press 2) or 202-305-9988

Customer Service Center TTY: 202-616-3867

Customer Service Center Fax: 202-353-9279

Grants Management System (GMS) Help Desk: 202-514-2024

The **Office of the Chief Information Officer (OCIO)** is responsible for developing, enhancing, and managing the state-of-the art information technology environment and systems that support OJP operations. OCIO consists of the following divisions:

- Information Technology Security plans, develops, implements, and maintains programs, policies, and procedures to protect the integrity and confidentiality of OJP systems, networks, and data.
- Enterprise Application Support is responsible for systems development, data management, configuration management and testing, and infrastructure and systems operations/maintenance.
- Business Support is responsible for coordinating information technology policy issues and for e-government initiatives.

OCIO Main Line: 202-305-9071

Grants Management System (GMS) Help Desk: 202-514-2024

OJP Help Desk: 202-307-0627

The **Office for Civil Rights (OCR)** ensures that recipients of financial assistance from OJP and its components are not engaged in prohibited discrimination. The primary objective in accomplishing this mission is to secure prompt and full compliance with all civil rights laws and regulations so that needed federal assistance may commence or continue.

OCR Main Line: 202-307-0690

Fax: 202-354-4380

TDD/TTY: 202-307-2027

OCR E-mail: askOCR@ojp.usdoj.gov

The **Equal Employment Opportunity (EEO)** Office is responsible for the overall management of the EEO Program. OJP is committed to providing equal employment opportunity for all employees and applicants on the basis of merit and without regard to race, color, religion, sex, age, national origin, sexual orientation, and physical or mental disability. The objective is to promote full realization of equal employment opportunity through a continuing affirmative employment program that aims to eliminate discrimination based on factors irrelevant to job performance. Within the agency, every effort will be made to ensure that all employment decisions and personnel actions—including recruitment, selection, training, promotion, transfer, and benefits—are administered in conformance with federal statutes and regulations governing equal employment and personnel management.

The EEO Program consists of three components. All three must work together to make places of employment fair and diverse. The components are as follows:

- Affirmative Employment Programs
- Special Emphasis Programs and
- Discrimination Complaints System

EEO Main Line: 202-616-1998 or 202-305-2716

The **Office of Communications (OCOM)** supports OJP's mission and strategic goals by promoting awareness among Congress, the media,

Department of Justice stakeholders, and the public. The office handles all of OJP's congressional, legislative, intergovernmental, and media-related activities to ensure effective communications. Annually, the Office of Communications develops and implements a communications strategy to effectively communicate and reach out to OJP constituents to educate about the agency's mission, programs, and objectives as well as increase awareness of the agency's priorities.

OCOM Main Line: 202-307-0703

OCOM E-mail: ojp.ocom@usdoj.gov

The **Office of the General Counsel (OGC)** provides legal assistance and advice to OJP's bureaus and offices on all legal issues arising from OJP's role in providing federal leadership in developing the nation's capacity to prevent and control crime, improve the criminal and juvenile justice systems, increase knowledge about crime and related issues, and assist crime victims. OGC advises on legal questions, problems, and issues of nationwide concern, as well as provides legal advice and guidance on all agency operations. OGC is also responsible for administering the Freedom of Information Act (FOIA) and the Privacy Act for all OJP's bureaus and offices.

OGC Main Line: 202-307-6235

FOIA Requester Service Center: 202-307-6235

FOIA Public Liaison, George Pruden: 202-307-0790



NCJ 235246

Contact the Office of Justice Programs at—

Office of Justice Programs
U.S. Department of Justice
810 Seventh Street, NW
Washington, DC 20531
Phone: 202-307-0703
www.ojp.gov/contactus

Customer Service Center: 1-800-458-0786 (TTY: 202-616-3867)
Grants Management System (GMS) Help Desk: 1-888-549-9901