U.S. Department of Justice
Office of Justice Programs

OJP ANNUAL REPORT 2011

DRIVING THE FUTURE

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 • Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking

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Office of Justice Programs
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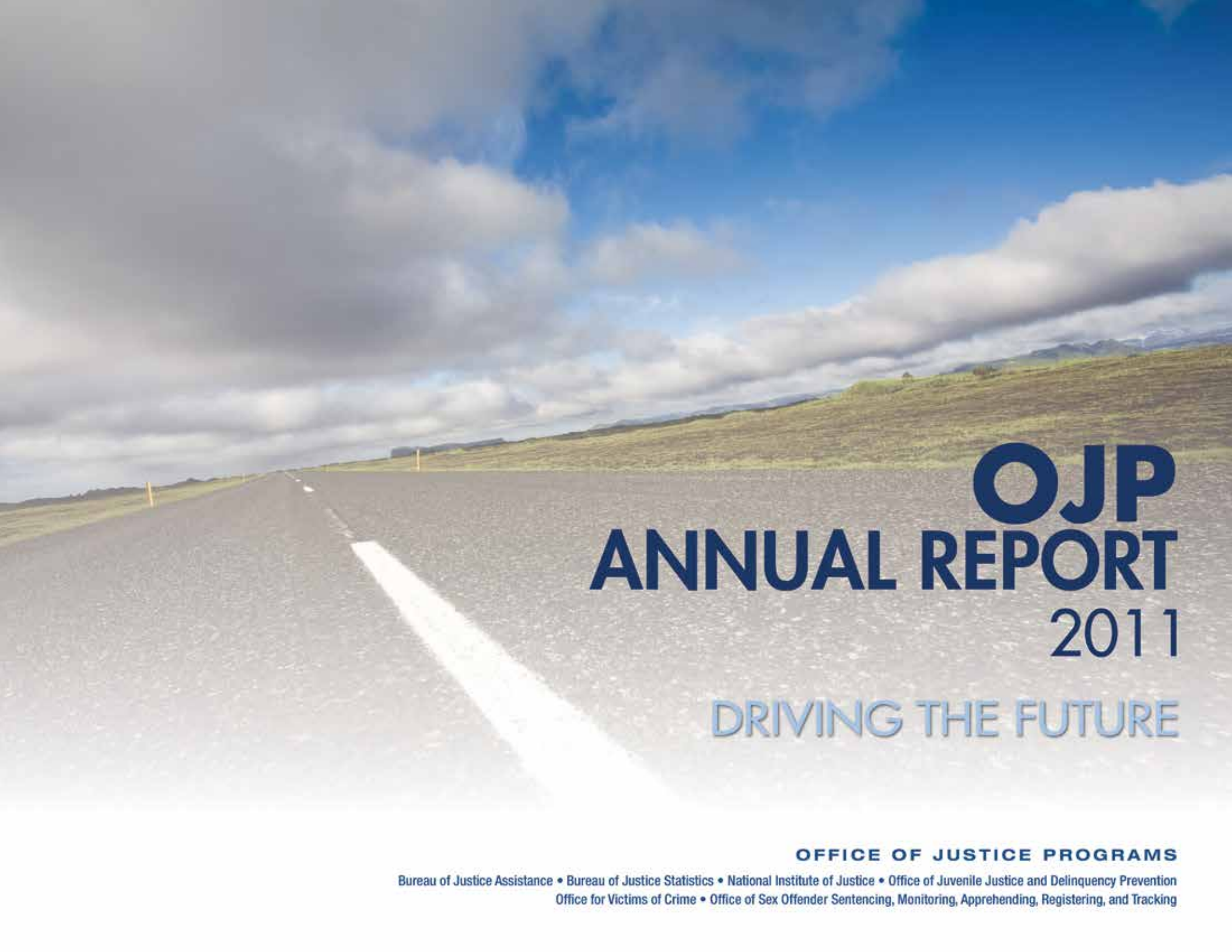

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TO THE PRESIDENT, MEMBERS OF CONGRESS, CRIMINAL AND JUVENILE JUSTICE PROFESSIONALS, AND THE AMERICAN PEOPLE:

I am proud to offer this report on the Office of Justice Programs' work to improve public safety in FY 2011. We have moved ahead with great energy since the beginning of this Administration in 2009 to press forward programs centered on agency priorities and firmly rooted in science and research. Established under my predecessor Laurie Robinson, and carried forward enthusiastically by OJP's dedicated employees, those priorities are—

- restoring the role of research and science in criminal and juvenile justice policy and practice;
- promoting evidence-based approaches to preventing crime and violence;
- strengthening partnerships with our state, local, and tribal stakeholders; and
- ensuring fairness, transparency, and effectiveness in grant administration.

OJP advanced its agenda in each of these areas in FY 2011. We continued to work with the Attorney General to make science a centerpiece of our mission. We launched CrimeSolutions.gov, a vehicle that uses rigorous and transparent methodology to inform practitioners and policymakers about what works in criminal and juvenile justice and crime victim services. We strengthened connections with our sister federal agencies, working together on the Federal Interagency Reentry Council and the National Forum on Youth Violence Prevention. We have nurtured relationships with our state, local, tribal, and private and philanthropic partners, and we continue to attend to our constituents' feedback about what we are doing well and what we should do differently to advance the fields of criminal and juvenile justice.

OJP awarded 3,500 grants totaling more than $2 billion in FY 2011. We have prudently administered the appropriations that allowed us to expand our work in forensic sciences, children's exposure to violence, prisoner reentry, officer safety, and other critical areas described in this report. We believe our efforts justify the confidence Congress has placed in us and fulfill Congress' intention that we actively engage cities, states, and tribes with state-of-the-art training and technical assistance. Through these efforts, we are working with and for the field to establish a future in which evidence informs program and policy decisions and vital criminal justice resources are used cost-effectively to promote safety and security in America.

Sincerely,

Mary Lou Leary
Acting 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; and 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

The Office of Justice Programs (OJP) provides innovative leadership, critical research, and essential funding to help communities across America prevent crime, bring criminals to justice, and support the needs of victims. In FY 2011, **OJP awarded more than 3,500 grants totaling more than $2 billion** to the criminal and juvenile justice field. These funds reflect the leadership of the President, Congress, and the Attorney General, who rely on OJP's dialogue with the field to inform the national conversation about key priorities for public safety.

What was our focus in FY 2011?

We strengthened the science to stay smart on crime.

OJP's research and statistical programs helped the criminal and juvenile justice communities address public safety issues from grassroots to national levels. Through our Evidence Integration Initiative (E2I), we shared information on innovative programs and identified the most effective strategies for addressing crime and enhancing public safety. OJP's investment in identifying "what works" and using evidence to guide program planning emphasizes the role of science in cost-effective decision making.

We worked with communities to address children's exposure to violence.

OJP worked hard to bring resources to troubled families and troubled neighborhoods to help communities mitigate the effects of violence on children. A lead partner in the Defending Childhood initiative, OJP coordinates the resources of each of its program offices to help communities address children's exposure to violence, prevent crimes against children, and improve the ability of care and service providers to create healthy environments.

We worked to change the culture for those reentering society from incarceration.

From ongoing collaborations and outreach efforts to evidence-based initiatives and innovative new programs, OJP and the Federal Interagency Reentry Council helped pave the way for lasting change in America's response to persons reentering communities from jails and prisons. Our efforts to provide new direction and opportunities to succeed for inmates returning home and to reduce the risk of recidivism will impact families and communities for years to come.

We supported those who guard the public safety.

Initiatives to improve officer safety and wellness, on the job and off, are vital in ensuring greater justice and safety for all citizens. Every day, all across the country, public safety officers demonstrate heroism on the job. At the Department of Justice, we are committed to keeping these officers safe.

We spent the peoples' money carefully.

OJP is responsible for monitoring nearly $10 billion representing 14,000 active grants. We continued to enhance our monitoring procedures with the development of improved methods for overseeing grants. These actions helped to maximize the effective use of grant funds and strengthen our partnerships with the criminal and juvenile justice community. Continuously improving the way we do business is crucial to preventing and controlling crime in America's cities and to meeting our legal responsibilities to tribal communities.

SCIENCE AND PUBLIC SAFETY

USING TODAY'S EVIDENCE TO SOLVE TOMORROW'S CRIMES

OJP's research and statistical programs help the criminal and juvenile justice communities address public safety issues from grassroots to national levels. We share information on innovative programs and identify those which are most effective. OJP places a strong emphasis on the scientific underpinnings of evidence-based solutions to help steer ourselves and our partners in the field toward a safe and secure future. This chapter details some of the dramatic advances made in FY 2011 in OJP's ability to translate evidence about what works for practitioners and policymakers in the field.

OJP's signature efforts to prioritize scientific inquiry in the criminal justice field came under the umbrella of our Evidence Integration Initiative (E2I), begun in 2009.

The Evidence Integration Initiative has three goals:

- improving the quantity and quality of evidence OJP generates;
- integrating evidence into program, practice, and policy decisions within OJP and the field; and
- improving the translation of evidence into practice.

Within OJP, E2I provides a mechanism for coordinating across OJP program offices activities that support research, evaluation, and technical assistance, and for leveraging resources to ensure the most efficient use of federal funds.

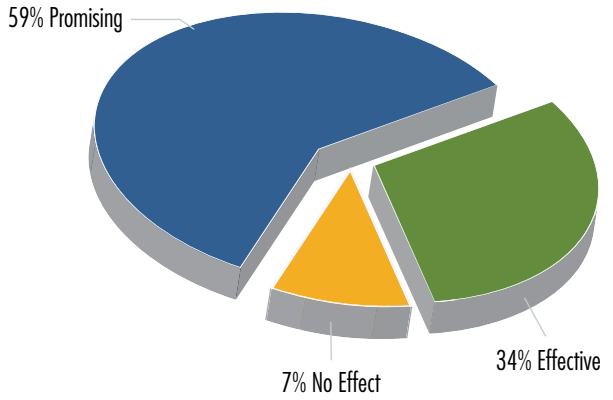
The highly regarded E2I product **CrimeSolutions.gov** was launched in June 2011 at the National Institute of Justice (NIJ) Conference. CrimeSolutions.gov is a "What Works Clearinghouse" for the field, a repository of information on effective programs and approaches.

CrimeSolutions.gov is a searchable, online database of evidence-based programs covering a range of justice-related topics. These include corrections, courts, crime prevention, substance abuse, juveniles, law enforcement, forensics, and victim services. At the close of FY 2011, CrimeSolutions.gov carried information on more than 150 programs color-coded with "evidence ratings"—effective, promising, or no effects—to indicate the strength of the evidence that a program achieves its stated goals.

To ensure that OJP programs are informed by the most current research and experience of practitioners in the field, the Attorney General appointed a **Science Advisory Board** in 2010. Chaired by renowned criminologist Dr. Al Blumstein, the board held its first meeting in January 2011. Its members include scholars and practitioners in criminology, statistics, sociology, and juvenile justice. The board reviews OJP research and programs and advises the Assistant Attorney General on issues of importance to the field. This oversight from outside the government ensures that OJP's programs and activities are scientifically sound and pertinent to policymakers and practitioners.

In July 2010 the National Academy of Sciences' National Research Council released a report on their in-depth evaluation of NIJ, ***Strengthening the National Institute of Justice***. The report contained detailed recommendations for NIJ on independence and governance; research infrastructure; scientific integrity and transparency; strengthening the science mission; and creating a culture of self-assessment. The report, and NIJ's response released at the 2011 NIJ Conference, together with

Programs at a Glance
Total Number of Programs: 156



an overarching emphasis on and commitment to translational criminology, serve as NIJ's blueprint for ensuring the agency is the nation's leader in crime and justice research.

OJP supports the field by collecting and synthesizing critical data.

During FY 2011, OJP's Bureau of Justice Statistics (BJS) continued its intensive efforts to **rebuild the core National Crime Victimization Survey (NCVS)**. BJS worked with the Census Bureau to train and evaluate NCVS interviewers, and built new, cost-effective ways to gather data on states' and cities' victimization and repeat victimization rates. This effort also focused on developing a model for collecting self-report data on the under-reported crimes of rape and sexual assault.

The Office for Victims of Crime (OVC) responded to a call from the field for critical information about evidence-based victim services and led the strategic planning effort known as **Vision 21: Transforming Victim Services**. The program is examining the current status of the victim services field to determine the most efficient and effective approach to funding victim services in the future.

Preliminary findings from Vision 21 projects highlighted universal priorities. Data collection and research on victimization issues need to be enhanced and used to guide decision making. Comprehensive legal assistance must address the complex legal needs of all types of crime victims. Service providers at the national, state, local, and tribal levels need more flexibility to harness the technology that will help them reach and serve victims while keeping them safe. A final report based on the initiative's findings will set forth a strategy for victim services in the next decade.

OJP's mission to promote public safety includes getting evidence-based procedures and tools into the hands of those who combat crime and bring offenders to justice.

In 2009, the National Academy of Sciences' National Research Council released ***Strengthening Forensic Science in the United States: A Path Forward***. The committee reached a consensus on the most important issues facing the forensic science community and medical examiner system, producing 13 recommendations to address these issues. The recommendations include promoting more and better research; standardizing terminology and reporting; improving education and training; and developing best practices and standards. Since the report's release, NIJ has awarded more than $17 million under the solicitation "Fundamental Research to Improve Understanding of the Accuracy, Reliability, and Measurement Validity of Forensic Science Disciplines."

NIJ also awarded grants to teams of researchers and practitioners working jointly on a variety of innovative projects.

- The **Vera Institute of Justice** placed researchers within the New York County District Attorney's Office to examine the complex relationship between prosecutorial decision making

The National Institute of Justice is the nation's leading source of crime and criminological information. We within the field would be lost without the research from NIJ and the Office of Justice Programs.

—Senior Public Affairs Specialist, Court Services and Offender Supervision Agency

and the impact of a victim's or suspect's race or ethnicity on criminal cases.

- The **Florida Department of Corrections** and researchers from Florida State University are evaluating the post-release impact of prison-based substance abuse treatment.
- Researchers from **Southern Illinois University** are working with St. Louis County, Missouri, on crime mapping techniques that allow police departments to reduce crime rates through hot spot policing.
- Dr. Kiminori Nakamura is working as an "embedded criminologist" in the **Pennsylvania Department of Corrections** for 18 months to examine why the state's penal population is growing at a time when America's overall prison population is starting to decline.

To encourage law enforcement and the courts to use current forensic science to inform their operations, NIJ has administered the **Postconviction DNA Testing Assistance Program** since 2008. The program helps courts defray the costs of reviewing cases that might demonstrate the innocence of a person convicted of a violent felony. Last June, NIJ's Postconviction DNA Testing Assistance Roundtable brought together stakeholders to discuss ways to help states more efficiently use program funds to improve postconviction DNA testing.

In the first of a planned two-phase project, NIJ awarded two grants to identify underlying reasons why evidence from **sexual assault kits (SAKs**—also known as rape kits) is not tested and to develop practices that improve the criminal justice response to sexual assault. Researchers teamed with representatives from police departments, crime labs, prosecutors' offices, and community-based victim service organizations to develop a strategy for tackling the problem of untested SAKs, placing special emphasis on how and when to notify victims when their kits are going to be tested.

Applying scientific principles to testing treatment outcomes, **NIJ's large-scale Drug Courts Evaluation** found that—

- drug courts targeting serious offenders who most need treatment have the most effective outcomes;
- drug court judges are key to program success because more status hearings and more respectful interactions between judge and offender lead to positive participant attitudes; and
- drug courts cost more to operate (especially in treatment services) than traditional courts, but they can save the criminal justice system money in the long run by reducing crime, rearrests, incarceration, and victimization.

After 22 years as a full-time judge, I left the bench to teach. … I appreciate NIJ as a resource for the use of science in the justice system. I teach judges and other law professionals as well as grad students. … Best wishes on continuing to infuse science into justice.

—Professor, Department of Youth Development and Adjunct Professor, Department of Medicine

CHILDREN AND YOUTH
BUILDING NONVIOLENT FUTURES

OJP works hard to bring resources to troubled families and troubled neighborhoods that can help them protect children from the violence that plagues so many communities. This chapter focuses on two major areas where evidence-based interventions can do the most good: first, the Defending Childhood initiative aimed at children exposed to violence and other programs to protect vulnerable children; and second, programs that address violence committed by youth.

OJP uses the resources of all of its program offices to help communities address children's exposure to violence, prevent crimes against children, and improve the ability of service providers to create safe and healthy environments.

Attorney General Eric Holder launched the **Defending Childhood** initiative at the end of FY 2010 to address a national crisis: the exposure of America's children to violence as victims and as witnesses. Children's exposure to violence, whether as victims or witnesses, is often associated with long-term physical, psychological, and emotional harm, and places them at a higher risk of engaging in criminal behavior later in life. With this initiative, Attorney General Holder hopes to create a paradigm shift in Americans' attitudes toward children at risk. The Defending Childhood demonstration sites and the Attorney General's Task Force are vehicles for testing what works in preventing violence and mitigating its adverse effects. Through the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and Centers for Disease Control-funded National Survey of Children's Exposure to Violence, which first published results in 2009, we have learned that—

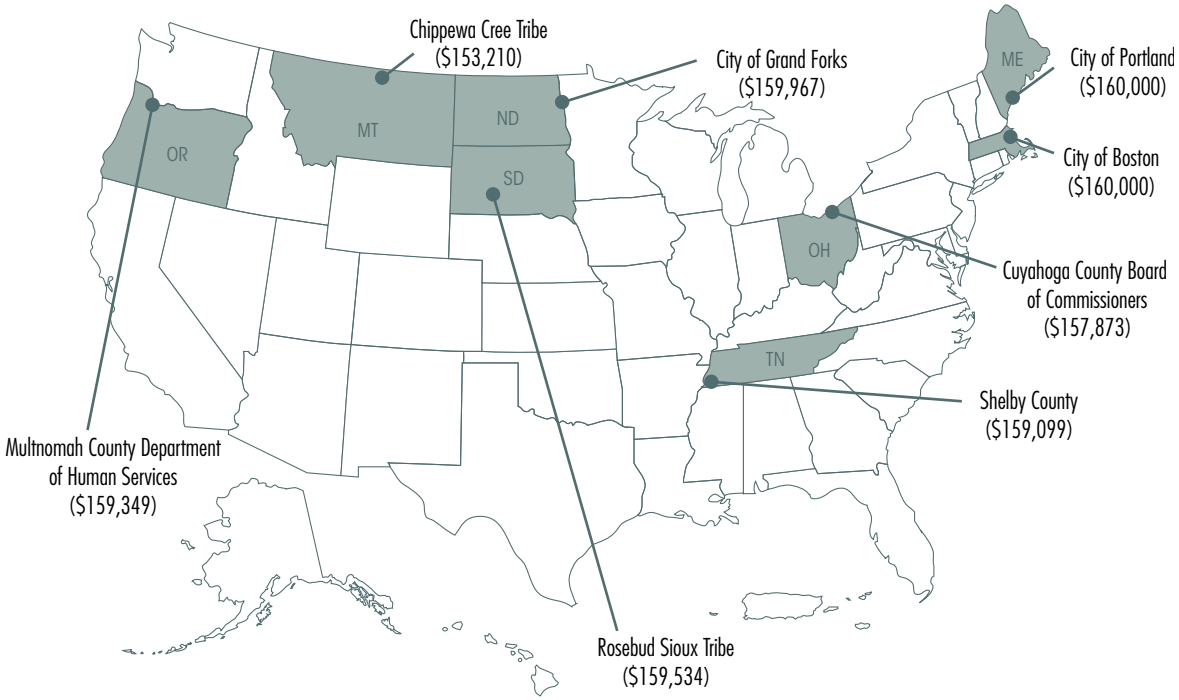
- sixty percent of American children were exposed to crime, violence, or abuse in their homes, schools, and communities;
- almost 40 percent of American children were direct victims of two or more violent acts;
- children are more likely than adults to be exposed to violence and crime;
- more than 25 percent of Americans had been exposed to family violence during their life; and
- a child's exposure to one type of violence increases the likelihood that the child will be exposed to other types of violence and exposed multiple times.

Phase I of the Defending Childhood initiative began in September 2010 with planning grants, administered by OJJDP, for eight competitively selected demonstration sites in cities and tribal communities around the country (see map of sites, p.6). OJJDP's **Phase II Technical Assistance Project** in FY 2011 offered training, peer-to-peer networking opportunities, and other assistance tailored specifically to the grantees. NIJ funded researchers at the Center for Court Innovation to rigorously evaluate the activities in the demonstration sites to identify effective policies and programs. The Department of Justice (DOJ) released a new public service announcement (PSA) in May to raise awareness of exposure to violence and Defending Childhood, which aired on the Investigation Discovery network and was distributed nationally through DOJ's YouTube channel.

OVC focused two of its 2010 discretionary grant programs—**Public Awareness** and **Action Partnerships**—on children exposed to violence. These awards invest nearly $2.5 million to support 16 programs in 10 states and the District of Columbia. OVC's **Public Awareness and Outreach for Victims in Underserved Communities Program** funds nine projects that raise awareness about the rights and access to services of children exposed to violence within underserved populations.

In January, a shared commitment to children's safety prompted OJP to join the **National Center for Missing & Exploited Children (NCMEC)** and **Facebook** to announce a partnership to enable millions of Facebook users across the country to receive **AMBER Alerts** (America's Missing:

Demonstration Sites Participating in the Defending Childhood Initiative



Broadcast Emergency Response) for their region through Facebook's news feed. OJJDP and representatives from NCMEC and Facebook collaborated to develop individual AMBER Alert Facebook pages for each of the 50 states plus the District of Columbia, Puerto Rico, and the U.S. Virgin Islands. Facebook users can also share AMBER Alerts with friends.

Technology also poses risks to vulnerable children. **OJJDP's Internet Crimes Against Children (ICAC) program** is a national network of 61 coordinated task forces representing more than 3,000 federal, state, and local law enforcement and prosecutorial agencies that conduct investigations, forensic examinations, and prosecutions. OJJDP and ICAC have awarded the task forces more than $30 million for training and technical assistance and research on the scope and consequences of child exploitation, and trained nearly 327,000 law enforcement officers, prosecutors, and other professionals throughout the United States and in 17 countries on investigating and prosecuting ICAC-related cases. The task forces' review of more

I'm confident that Roanoke County wouldn't have had nearly as many leads to help them in this case had it not been for the sharing of this info among Facebook fans and the sharing of the AMBER alert. Social media certainly enabled law enforcement to reach beyond our borders—to find the endangered child.

—Virginia State Police Superintendent

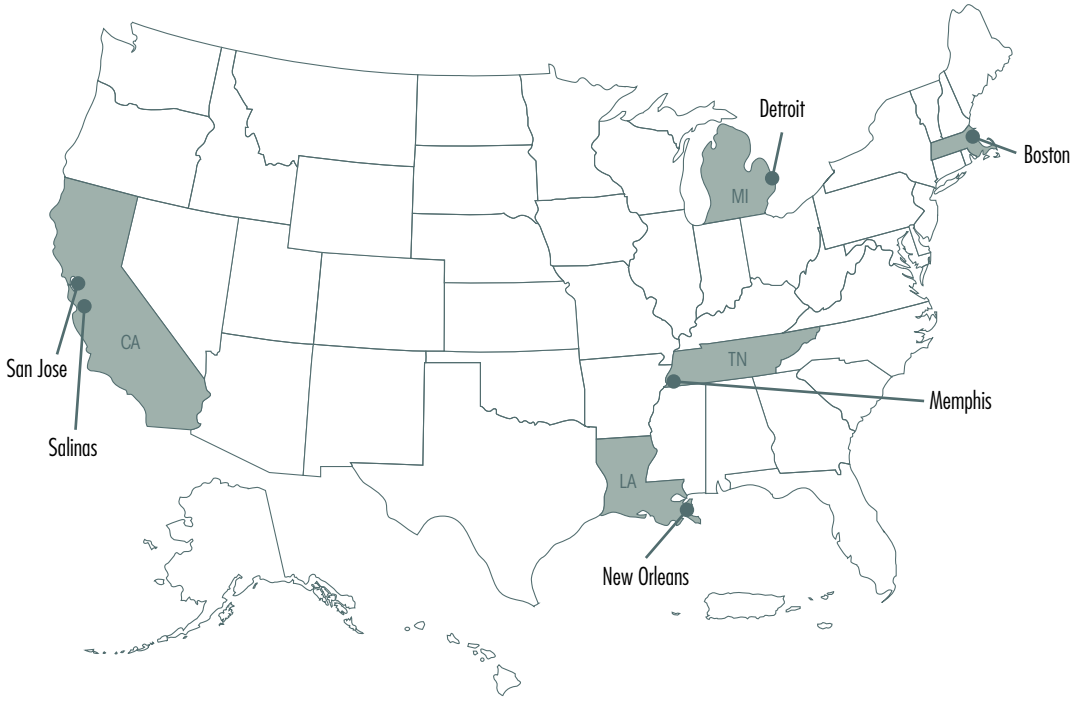
than 269,000 complaints of alleged child sexual victimization has resulted in the arrest of more than 28,500 suspects since 1998.

OJP participates in national efforts to prevent youth violence and to address its causes.

OJP is a partner in **The National Forum on Youth Violence Prevention**, a White House initiative promoting coordination of violence prevention efforts across public systems. Forum participants include representatives from law enforcement, juvenile and criminal courts, schools, social and mental health services, neighborhood and community-based organizations, and the Departments of Justice, Education, Health and Human Services, Housing and Urban Development, and Labor, and the Office of National Drug Control Policy. The federal partners recruited the first six participating cities in 2010 and sponsored meetings and workshops for interagency and cross-sector leadership teams from each city.

The six cities—Boston, Detroit, Memphis, New Orleans, Salinas, and San Jose—developed

Cities Participating in the National Forum on Youth Violence Prevention



It is especially important that we work together—in the community and across all levels of government—to support our young people and protect our neighborhoods.

—Boston Mayor Thomas Menino, at an August 23, 2011, press conference announcing a $2 million grant to his city

comprehensive plans for preventing youth and gang violence in their city. They first presented these plans at the Summit on Preventing Youth Violence, April 4–5, 2011, in Washington, D.C.

The forum is not a highly structured, manual-driven program, but rather a general strategy for reforming and reorganizing communities and systems. Each city shares the forum's goal of developing more comprehensive and integrated approaches to preventing youth violence, but is supported in pursuing its own strategies based on an assessment of the needs of the community. This community-centered approach increases the likelihood that the strategies will be accepted and sustained locally.

In October 2010, at the annual meeting of the International Association of Chiefs of Police (IACP), **OJJDP** unveiled ***Law Enforcement Responses to Adolescent Girls***, an updated curriculum for teaching law enforcement officers ways to more positively interact with teenage girls who may be at risk of or involved in delinquency. The course, developed over several years through focus groups with law enforcement professionals and experts in a wide range of disciplines, examines common issues that arise in policing situations involving girls and focuses on communication strategies, de-escalation of potential crisis situations, proactive engagement with at-risk girls, and the effective use of community resources. OJJDP presented the curriculum to law enforcement officers from 34 jurisdictions and 5 states at an IACP conference in May 2011.

In July 2011, Attorney General Holder and Secretary of Education Arne Duncan announced the creation of the **Supportive School Discipline Initiative**, a collaboration between two agencies for targeting the school disciplinary policies and in-school arrests that push youth out of school and into the justice system—also known as the school-to-prison pipeline. Within a month of launching the initiative, DOJ and the Department of Education (ED) organized a Justice-Education workgroup led by OJJDP and ED staff. More than 30 federal staff are currently developing a national consensus on policies and best practices, coordinating research and data collection efforts, issuing guidance documents to help states and localities address school discipline more effectively, and developing training and resources for states and communities.

DOJ hosted the **National Intertribal Youth Summit** in Santa Fe, New Mexico, in July for more than 170 youth representing 45 tribes. During the 5-day event, the youth had opportunities to develop their public speaking skills, broaden their knowledge of Native American traditions and culture, explore ways to access help with college choices and funding, and learn about healthy lifestyle choices. The youth also worked together during the summit to produce a stirring video of cultural awareness, *That's My People*.

Here's what a few of the youth said when asked what they learned at the summit:

- *I learned that you need to act and push people into action in order to get things done and accomplished.*
- *I learned to appreciate my culture—do not take any of it for granted. We are a strong people.*
- *I learned that the people that put this summit together care what we say.*
- *Listen to your heart, your indigenous heart.*
- *We are all storytellers. Our life is our own story to tell.*

REENTRY AND RECIDIVISM

A SECOND CHANCE

Each year, more than 700,000 individuals are released from state and federal prisons. Another 9 million cycle through local jails. Statistics indicate that more than two-thirds of state prisoners are rearrested within 3 years of their release and half are reincarcerated. High rates of recidivism mean more crime, more victims, and more pressure on an already overburdened criminal justice system. When reentry fails, the costs—both societal and economic—are high. This chapter describes some of the ways OJP worked in FY 2011 to reduce those socioeconomic costs by finding and funding programs that can influence public policy to remove the barriers that stand in the way of successful futures for former prisoners.

Reentry intersects with issues such as health and housing, education and employment, family, faith, and community well-being. Many federal agencies, therefore, are focusing on the reentry population with initiatives that aim to improve outcomes in each of these areas, because reentry is not just a corrections problem: it is an urgent public safety concern.

To coordinate federal reentry efforts, Attorney General Holder established an **Interagency Reentry Council** in January 2011. Reentry Council members include Cabinet secretaries and other top Administration officials; the council is staffed by personnel from 20 federal agencies. They work together to increase public safety, to help those returning from prison and jail to become productive citizens, and to save taxpayer dollars by lowering the direct and collateral costs of incarceration. The council's official website (www.nationalreentryresourcecenter.org/reentry-council) includes a set of **Reentry MythBusters**,one-page information sheets designed to clarify and demystify federal policies that affect formerly incarcerated individuals and their families.

An interactive map at http://www.nationalreentryresourcecenter.org/national-criminal-justice-initiatives-map describes the major federal reentry initiatives and identifies active reentry grants in each state.

OJP congratulates **Senior Advisor Amy L. Solomon**, who received the Attorney General's Award for Outstanding Contributions by a New Employee for her exceptional leadership in the creation of the Cabinet-level Reentry Council.


REENTRY MYTH BUSTER!
On Federal Student Financial Aid
MYTH: A person with a criminal record is not eligible to receive federal student financial aid.
FACT: Individuals who are currently incarcerated in a federal, state, or local correctional institution have since lost eligibility for federal student aid. In general, restrictions on federal student aid eligibility are removed for formerly incarcerated individuals, including those on probation, on parole, or residing in a halfway house.

The Second Chance Act (SCA)*, signed into law on April 9, 2008, was designed to improve outcomes for people returning to communities from prisons and jails. This first-of-its-kind legislation authorized awarding federal grants to government agencies and nonprofit organizations to provide employment assistance, substance abuse treatment, housing, family programming, mentoring, victim support, and other services that can help reduce recidivism. Many OJP programs were created to carry out the intent of this law.*

Approximately 100,000 youthful offenders are confined in juvenile residential facilities on any given

We are so concerned with re-entry support systems, and any credible longitudinal studies which could be presented to Congress in support of re-entry funding will surely have the support of the correctional community.

—Grants Coordinator, Department of Corrections

day. The **FY 2011 Second Chance Act Juvenile Offender Reentry Program** helps ensure that the transition the youth make from secure confinement facilities to the community is successful and promotes public safety.

The **Bureau of Justice Assistance (BJA)** and **NIJ** fund the **Honest Opportunity Probation with Enforcement (HOPE)** program, based on a model that originated in Hawaii, which identifies probationers who are likely to violate their conditions of community supervision. It conducts frequent and random drug tests; responds to failed drug tests and skipped probation meetings with swift, certain, and proportionate terms of incarceration; serves warrants on absconding probationers; and mandates drug treatment for those probationers who use drugs while on the testing and sanctions regimen.

A recent NIJ-funded evaluation of HOPE showed that the program has great promise for reducing offending and ensuring probationer compliance, but to realize its full potential, the program needs to be replicated and evaluated elsewhere. To understand the longer term impact of the program, participants need to be followed after they are no longer under probation supervision. BJA and NIJ therefore teamed up to test the Hawaii HOPE model: BJA is funding four jurisdictions interested in implementing HOPE in the same manner as the Hawaii model, while NIJ is funding an evaluation of the BJA demonstration sites.

To help practitioners and policymakers better understand recidivism, the Recidivism, Reentry and Special Projects Unit of BJS established a comprehensive program of statistical research designed to assess and monitor recidivism data across a wide range of persons involved with the justice system.

BJS had **five major recidivism projects in the field in FY 2011**. Four studies assess the recidivism rates of persons who were (1) convicted of felonies in state courts; (2) convicted in state courts of either a felony or a misdemeanor domestic violence offense; (3) released from state prisons in 2005; and (4) placed on federal probation in 2005. These studies will be published in 2013. The fifth study follows a large sample of persons who were arrested at age 16 or 17 between 1987 and 2001 to determine the nature and extent of their adult criminal careers.

Combating recidivism and promoting successful reentry need not begin with the prisoner's release,

Across the country, nearly two-thirds of all inmates who crowd our county jails—at an annual cost of roughly $9 billion taxpayer dollars—are defendants awaiting trial. When they are sent home or sentenced to prison, they will cycle out, and others will cycle in—so that by the end of the year, 10 million individuals will have been involved in nearly 13 million jail admissions and releases. … Reentry provides a major opportunity to reduce recidivism, save taxpayer dollars, and make our communities safer.

—U.S. Attorney General Eric Holder

but should begin at the time of arrest and continue through the incarceration period.

The **Offender Reentry in Indian Country and Native Communities Webinar** in July discussed aspects of the Tribal Law & Order Act that could affect the tribes' capacity to work with individuals returning to the community after incarceration. Presenters discussed the types of information that tribal justice agencies need to consider when making transition plans and strategies for accessing this information and spotlighted the Wisconsin Tribal Community Reintegration Program as a model.

On May 31 and June 1, 2011, the **National Symposium on Pretrial Justice** examined the nation's progress toward a fair, safe, and accountable system of pretrial justice. Participants learned about the impact of the 1964 bail reform conference which led to passage of the 1966 Federal Bail Reform Act, the development of significant pretrial legislation, the emergence of pretrial service professionals, and challenges the field will face in the future. Panelists discussed the implications of using evidence-based decision making in the pretrial process, contrasting evidence-based decisions with those that relied on instinct and political considerations. Other discussions focused on utilizing a pretrial risk-assessment tool in local jurisdictions. Based on recommendations made at the conference, BJA is spearheading a working group designed to enhance the Department of Justice's support of fair, safe, and effective pretrial practices.

OFFICER SAFETY
PROTECTING OUR PROTECTORS

Every day, all across the country, public safety officers demonstrate heroism on the job. At the Department of Justice, we are committed to keeping these officers safe. This chapter tells about the myriad officer safety programs funded and administered by OJP.

The centerpiece of OJP's commitment to ensuring the safety of the officers who guard the safety of the public is the multifaceted program known as VALOR.

VALOR is the product of a partnership among BJA, the Institute for Intergovernmental Research, and various subject matter experts. It is designed to prevent violence against law enforcement officers and ensure officer resilience and survivability following violent encounters. VALOR provides nationwide training and technical assistance to sworn state, local, and tribal law enforcement officers. Training covers such topics as how to anticipate and survive a violent encounter by using "The Deadly Mix" framework (officer, offender, and the circumstances that brought them together). It includes techniques for identifying concealed weapons and armed gunmen, and for dealing with active shooter and hostage situations.

VALOR held five trainings for line officers and three customized trainings for requesting agencies in FY 2011. It developed a two-level website, with a secure area containing officer safety materials that are law enforcement sensitive, as well as online training, and a public area that provides open-source information about officer safety.

Some of OJP's other programs for keeping officers safe include an **officer safety toolkit**, delivered to all U.S. Attorneys' Offices on behalf of Attorney General Holder. The toolkits, also available online, were developed to inform federal, state, and local law enforcement leaders about the resources available to them for promoting officer safety in areas such as tactical training and awareness, deconfliction services, and funding.

Bulletproof Vest Partnership: Since 1999, OJP has provided more than $277 million to help agencies in over 13,000 jurisdictions buy more than 800,000 bullet-proof vests that meet the minimum-performance standards established by NIJ. Due to the increase in the number of law enforcement officer deaths, coupled with our renewed efforts to improve officer safety, beginning with FY 2011, jurisdictions must certify during the application process that all law enforcement agencies benefitting from the BVP Program have a written "mandatory wear" policy in effect before they can receive BVP funds.

The **Reducing Officer Injuries: Developing Policy Responses project**, a partnership between BJA and **IACP**, studies the cause and

Today I was involved in an arrest of a suspect who had two handguns and a knife. Your class gave me the insight to immediately recognize the suspect's refusal to be placed at a tactical disadvantage. … as a result I recovered a handgun from his waist and a knife from his back pocket. … I was in your class last Thursday to survive today … tomorrow … and in the next encounter.

—Police officer from New Jersey

magnitude of officer injuries and identifies how injuries can be prevented or reduced through policy changes, training, or equipment changes. To date, IACP has collected data from 18 participating law enforcement agencies of varying sizes in 5 states. It has produced two reports detailing initial injury trends (for example, the majority of injuries were incurred by male officers with 1 to 5 years' experience). The study also tracked multiple other aspects of law enforcement behavior, equipment, and training that may serve as contributing factors to injuries and will be used to devise effective tools to mitigate them.

The **Public Safety Officers' Benefits Program** provided millions of dollars in benefits on behalf of officers seriously injured or killed in the line of duty. Created in 1976, this vital program provides death and education benefits to survivors of fallen law enforcement officers, firefighters, and other first responders, as well as disability benefits to public safety officers catastrophically injured in the line of duty.

In FY 2011 BJA began to administer a new program, the **Law Enforcement Congressional Badge of Bravery**. Like the Medal of Valor, awarded to the broader category of public safety officers, it recognizes extraordinary acts of courage performed by law enforcement officers.

NIJ and BJS undertook several examinations of police performance in FY 2011. These bureaus help OJP understand what works in law enforcement, so we can be sure taxpayer dollars are spent on efficient, evidence-based programs.

BJS released the report ***Local Police Departments, 2007***, which provides national estimates on police department staffing levels, operating costs, race and gender of officers, officer salaries, officer selection and training, types of weapons authorized, use of in-car video cameras and computers, community policing efforts, task force participation, and emergency preparedness activities.

BJS revised the survey instrument for the **2011 Police Public Contact Survey** to improve the definition of "contact" with the police and to enhance information about street stops by law enforcement officers.

We don't like to think of tragedy striking in the line of duty. But when it does, we want to help. Through our Public Safety Officers' Benefits Program, we provided more than $65 million last year in claims on behalf of officers injured or killed in the line of duty. … I've made it a priority that we expedite the handling of these claims. These officers and their families deserve our respect and our rapid assistance.

—Former Assistant Attorney General Laurie Robinson, January 2011

BJS's ***Tribal Law Enforcement, 2008*** is a report on the characteristics of 178 tribal law enforcement agencies that operate in 28 states and have 4,600 employees, of whom about 3,000 are sworn law enforcement officers.

NIJ's examinations of police performance in FY 2011 included ***The Impact of Shift Length in Policing on Performance, Health, Quality of Life, Sleep, Fatigue, and Extra-Duty Employment***. The results of this randomized controlled trial showed no significant differences between shift lengths on officer work performance or health, but did find that officers working 10-hour shifts averaged significantly more sleep and reported experiencing a better quality of life than did those working 8- and 12-hour shifts.

In May, NIJ released two reports about law enforcement officers' use of force. ***Study of Deaths Following Electro Muscular Disruption*** examines deaths that occurred after an officer's use of a conducted energy device (CED). ***Police Use of Force, Tasers and Other Less-Lethal Weapons*** examines thousands of incidents where officers used various methods of force including hands-on tactics, batons, firearms, and less lethal weapons such as CEDs and pepper spray. The findings of both reports support the use of less lethal devices because the research shows these devices help protect law enforcement officers, reduce injuries to suspects, and may prevent injury to bystanders.

In November, NIJ released a new performance standard for chemical, biological, radiological, and nuclear (CBRN) protective equipment worn by law enforcement officers. This standard establishes a minimum level of protection for officers who must deal with hazards that may inflict bodily harm, incapacitation, or even death. Previously, the only standard for this type of protective gear was for firefighters. These new standards take into account the differing and specific needs of law enforcement officers, such as their need to access a weapon and to don and remove the protective equipment quickly.

NIJ also released a solicitation for developing **research and technology regarding officer safety and vehicle accidents** leading to the implementation of policies, practices, and technologies that will reduce the number of officers killed and injured each year in traffic accidents.

As a partner with law enforcement agencies across the nation, BJA takes the issue of officer safety very seriously. … The constant wearing of body armor is similar to the use of seatbelts and should be given the same priority. Body armor, like seatbelts, can save lives.

—BJA Director Denise O'Donnell, December 2011

PROGRAM DEVELOPMENT AND IMPROVEMENT

MAKING GOOD PROGRAMS BETTER

OJP provides innovative leadership, critical research and information, and essential funding to help communities implement programs and strategies for enhancing public safety. **In FY 2011, OJP oversaw more than 14,000 active grants representing $10 billion in taxpayer and Crime Victims Fund dollars. (The Crime Victims Fund is composed of fines, forfeitures, and penalties from federal offenders.)** As stewards of public funds, OJP takes a rigorous approach to analyzing and monitoring grant and program performance internally, and to providing our partners in the field with evidence of what works best to respond to the nation's public safety needs. This chapter will describe some of our methods and success stories.

To fulfill our responsibility to our fellow citizens, we must make sure that we spend taxpayer funds wisely. Guarding against waste, fraud, and abuse is among OJP's highest priorities. OJP has been working hard to cut costs and ensure proper oversight of grant and contractor funds and to administer those funds in the most transparent way possible. Even as we met our programming and fiscal responsibilities for all our active grants—with limited salary and expense funds—we found ways to minimize costs. In FY 2011, we cut staff travel expenses by 39 percent over the previous year and saved $2 million through freezes on hiring, promotions, awards, and training. We also reassessed and reconfigured our information technology contracts, resulting in nearly $5 million in additional savings.

In implementing agency-wide standard policies, procedures, and internal controls, we conducted **desk reviews** of each of those 14,000 grants, and every quarter we assessed all grants against risk factors to identify those that needed increased technical assistance and more in-depth monitoring. OJP consistently exceeds its statutory requirement to conduct comprehensive monitoring of not less than 10 percent of total award dollars. In fact, in FY 2011, **we monitored more than twice the amount of total award dollars required by law**.

OJP has embraced and aggressively implemented a host of recommendations from the Department's Office of the Inspector General (OIG) 2009 report, *Improving the Grant Management Process*. We have streamlined our follow-up audit activities, eliminating existing backlogs and allowing for more timely resolution of outstanding audit recommendations. In FY 2011, OJP closed 122 of the 223 open single and OIG grant audit reports, which represents **a return of $5.3 million to the federal government** for unallowable or unsupported costs.

The OIG, in a report released earlier this year, highlighted many of these improvements and acknowledged the collaborative relationship that OIG and OJP have developed. The Acting Inspector General said the Department has taken positive steps to improve its grant management practices, in particular calling our efforts at OJP to implement the Recovery Act "extraordinary."

Within our program offices, important new internal processes allowed us to continuously analyze and monitor grant and program performance.

BJA's **GrantStat**, for instance, is based on the anti-crime strategy "CompStat," which is used by law enforcement agencies across the country to help reduce crime through systematic data collection, crime analysis, and heightened accountability. GrantStat helps BJA staff assess program performance to better address the needs of individual grantees, and it also helps identify promising practices that can be studied further and shared with others. GrantStat has been singled out by the U.S. House of Representatives Financial Services Committee as a model accountability tool for federal programs and was mentioned in a report by the Government Accountability Office at the end of 2011: "During the course of our review, BJA made strides in managing its adult drug court program, including implementation of the GrantStat process and recent revisions

to the grantee performance measures." **GrantStat** makes it possible for OJP to determine the health of a cohort of grantees and identify and communicate success stories to the field at large. BJA deployed the GrantStat process on the Second Chance Act Reentry Demonstration Program, Second Chance Act Mentoring Grants to Nonprofit Organizations, the Recovery Act: Correctional Facilities on Tribal Lands Program, and the Adult Drug Court Program.

DOJ launched its **Coordinated Tribal Assistance Solicitation (CTAS)** in FY 2010 in direct response to concerns raised by tribal leaders about the need for more flexibility in the Department's grant process.

Through CTAS, federally recognized tribes and tribal consortia are able to submit a single application for most of the Justice Department's tribal grant programs. We designed this comprehensive approach to save time and resources and allow tribes and the Department to gain a better understanding of the tribes' overall public safety needs.

The Department has two primary goals in mind with this program: increasing access to and streamlining the grant process. We also developed communications strategies to encourage more tribes to look at the CTAS funding programs and see if these programs could help them meet their public safety requirements.

We invited tribal leaders and representatives to formal consultation and practitioner sessions in early October 2010 to provide feedback that was critical in developing the FY 2011 solicitation. Among the improvements made in 2011 were a longer application period; elimination of the matching funds requirement for most purpose areas; a standardized 3-year award period; and more weight assigned to need in the approval process. Most importantly, we merged some purpose areas and reduced their number from 10 to 8, to allow tribes more flexibility in their funding requests.

OJP's policies, procedures, and internal controls not only address the overall soundness and integrity of the monitoring process but also extend to the analysis of individual grant and contract line items, including conference costs.

Conferences and trainings are part of OJP's mandate and foster and strengthen the partnerships and collaborations that are so critical for using funds wisely. Through training conferences and onsite technical assistance OJP conveys information, skills, and knowledge about evidence-based practices to its state, local, and tribal law enforcement and criminal justice constituents and partners. Moreover, **OJP's authorizing statutes reflect Congress' intention that training conferences be used to help OJP achieve its mission**. Yet here too it is imperative that we make every effort to minimize planning and operational costs.

We have, therefore, updated our policies to require that all award recipients who plan OJP conferences separately track, report, and justify all associated costs. We have improved the way we identify cost-effective training and technical assistance services and have built those adjustments into our selection process for cooperative agreements. We also have significantly limited staff participation in conferences and other events, relying as much as possible on video-teleconferencing and other means of communication. As a result of these efforts, the Department's conference spending in the first two quarters of FY 2011 was down by $5.5 million from the same period the previous year.

Because offering training and technical assistance (TTA) opportunities for grantees is at the heart of OJP's mission, we worked hard to ensure the trainings themselves were as sleek and efficient as possible. FY 2011 saw great improvements in design and delivery of a number of these programs.

BJA revamped its **National Training and Technical Assistance Center (NTTAC)** to improve its ability to provide timely, no-cost, effective TTA to any justice organization. Under the enhanced NTTAC, BJA will be able to share TTA resources with the field that feature searchable functions for location and area of expertise, plus a calendar of training activities and an online learning management system. In FY 2011, BJA and its national TTA partners held more than 5,500 training and technical assistance events, reaching more than 1,200 agencies and 134,000 practitioners and policymakers.

OVC responded to crime victimization in **tribal communities** with better TTA opportunities, closer partnerships, and more comprehensive programming as well.

To promote the need for more **Sexual Assault Nurse Examiners (SANE)** and **Sexual Assault Response Teams (SART)**, OVC, in collaboration with the SANE–SART Resource Service of Minneapolis, held the Sixth National SART Training Conference in Austin, Texas. The event drew more than 1,000 participants from around the world, including more than 160 representatives from Indian Country. The conference supported 100 law enforcement scholarships, 25 SART team scholarships, and 40 tribal team scholarships.

In partnership with BJA, the OVC Training and Technical Assistance Center hosted three **Anti-Human Trafficking Task Force** Regional Training Forums for a total of 340 participants in San Jose, Hartford, and Chicago. OVC then released the ***Anti-Human Trafficking Task Force Strategy and Operations e-Guide*** on January 11, 2011, to coincide with National Human Trafficking Awareness Day. The guide provides resources to support effective Anti-Human Trafficking Task Force operations, as well as centralized access to trainings and other tools and resources.

Improving data collection and dissemination is another way OJP refines and invigorates its programs.

BJS, in cooperation with the Urban Institute and Northeastern University, developed and tested a **Human Trafficking Reporting System** supplemental data collection protocol to improve knowledge and understanding of human trafficking prosecutions and adjudication.

I am one of two Tribal Coroners on our reservation. We are the ones who are called on any unusual death scene. Our investigation into the death will establish many parameters. The outcome of the case is impacted by the training and knowledge of the person handling the case. If I should have to appear in court, I need to know what I am presenting and provide evidence for the deceased who cannot speak. Therefore it is imperative that I receive training and keep up to date on the latest technologies in forensic science. I want to perform my duties to the best of my abilities and stay informed at any opportunity available.

—a tribe's coroner

The Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART) continued training for and development of the **Tribal and Territory Sex Offender Registry System and Sex Offender Registry Tool** and developed and posted multiple resources on the SMART Office website to assist jurisdictions in their implementation efforts.

The SMART Office released the Supplemental Guidelines for Sex Offender Registration and Notification (SORNA) and 13 implementation documents to clarify SORNA implementation issues. Working closely with OJP's Office of the General Counsel, the SMART Office helped jurisdictions achieve timely SORNA compliance by—

- conducting continuing review of materials submitted by jurisdictions and providing detailed feedback;
- providing ongoing specialized training and technical assistance;
- hosting an annual national workshop on SORNA implementation;
- providing grant funds toward costs of implementation of SORNA; and
- developing software and documents to be used by both states and tribes as they work to implement SORNA.

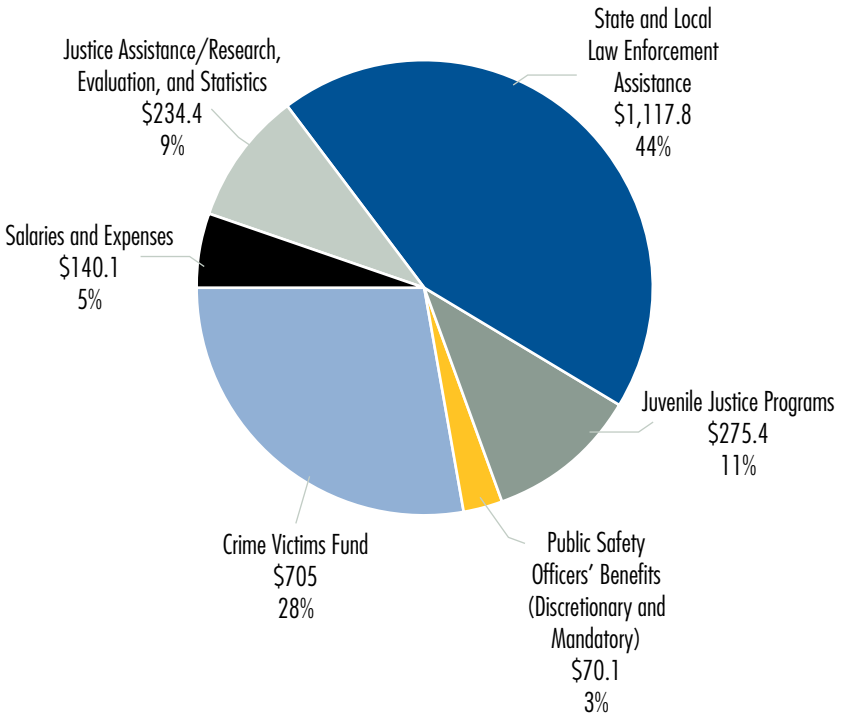
The BJS Prosecution and Adjudication Unit has been collecting data every 2 years on court processing, adjudication, and sentencing of felony defendants charged in state courts through the **State Court Processing Statistics (SCPS) Program** and the **National Judicial Reporting Program (NJRP)**. Although the collections are useful, they have remained essentially unchanged for more than 20 years. BJS completed the first stage of a feasibility study to redesign its court processing data collection efforts in 2010, and collected information in FY 2011 on jurisdictional reporting capabilities to support a new and expanded nationally representative court data collection effort.

APPENDIX 1

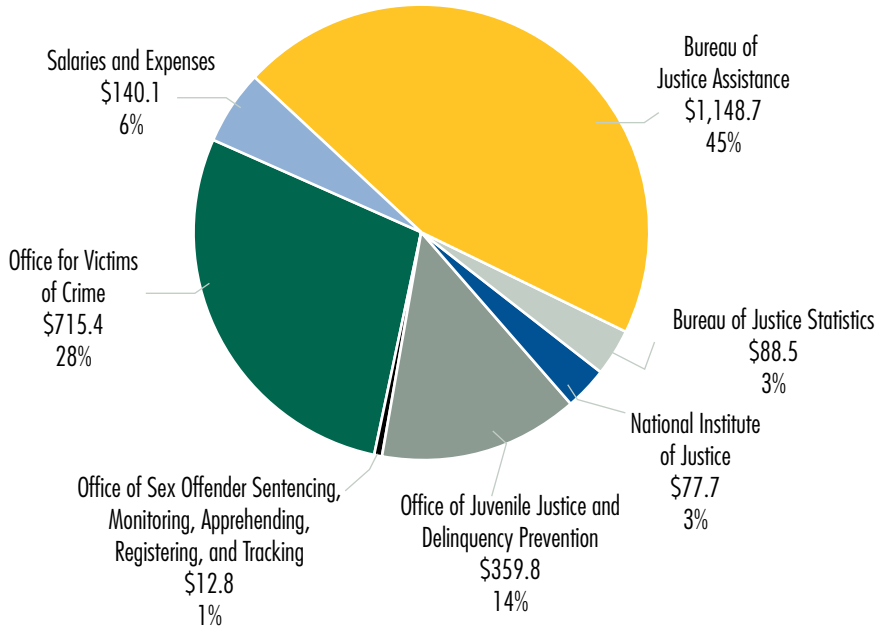
GRANTS AWARDED IN FY 2011

Here is a **graphic representation of OJP's FY 2011 appropriations and program areas**, where you 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 its 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.

OJP FY 2011 Funds Enacted by Appropriation
Total Funding: $2,543 (Dollars in Millions)



OJP FY 2011 Funds Enacted by Bureau/Program Office
Total Funding: $2,543 (Dollars in Millions)



In addition, OJP received transfers from the Office on Violence Against Women ($3 million) and the Office of Community Oriented Policing Services ($168.2 million), totaling $171.2 million for an OJP grand total of $2,714.2 million.

FY 2011 SOLICITATIONS FOR THE BUREAU OF JUSTICE ASSISTANCE

BJA FY 11 Adult Drug Court Discretionary Grant Program: Enhancement

BJA FY 11 Adult Drug Court Discretionary Grant Program: Implementation

BJA FY 11 Adult Drug Court Discretionary Grant Program: Statewide

BJA FY 11 Building Neighborhood Capacity Program Training and Technical Assistance Coordinator

BJA FY 11 CTAS Purpose Area 3: Justice Systems, and Alcohol and Substance Abuse Program

BJA FY 11 CTAS Purpose Area 4: Corrections and Correctional Alternatives Program

BJA FY 11 Capital Case Litigation Initiative

BJA FY 11 Correctional Systems and Correctional Alternatives on Tribal Lands Training and Technical Assistance Program

BJA FY 11 Criminal Intelligence System Operating Procedures (28 CFR Part 23) National Training and Technical Assistance Program

BJA FY 11 Edward Byrne Memorial Justice Assistance Grant (JAG) Program State Solicitation

BJA FY 11 Electronic and Cyber Crime National Training and Technical Assistance (TTA) Program

BJA FY 11 Encouraging Innovation: Field-Initiated Programs

BJA FY 11 Enhanced Collaborative Model to Combat Human Trafficking

BJA FY 11 Harold Rogers Prescription Drug Monitoring National Training and Technical Assistance Program: PDMP Clearinghouse Service Provider to Advance Promising Practices and Assessment of PDMPS

BJA FY 11 Harold Rogers Prescription Drug Monitoring National Training and Technical Assistance Program: Prescription Drug Monitoring Training and Technical Assistance Provider

BJA FY 11 Harold Rogers Prescription Drug Monitoring Program: Enhancement

BJA FY 11 Harold Rogers Prescription Drug Monitoring Program: Implementation

BJA FY 11 Honest Opportunity Probation with Enforcement (HOPE): Demonstration Field Experiment

BJA FY 11 Improving Criminal Courts: Criminal Courts National Training and Technical Assistance

BJA FY 11 Improving Criminal Courts: Developing Consensus on Local Criminal Justice Responses to Drug-Involved Offenders

BJA FY 11 Improving Criminal Courts: National Assessment of State and Local Court Security

BJA FY 11 Improving Criminal Courts: National Judicial Training

BJA FY 11 Improving Criminal Courts: National Problem-Solving Court Initiative

BJA FY 11 Intellectual Property Crime Enforcement Program

BJA FY 11 John R. Justice

BJA FY 11 Joint Adult Drug Court Solicitation to Enhance Services, Coordination, and Treatment

BJA FY 11 Justice and Mental Health Collaboration Program: Expansion

BJA FY 11 Justice and Mental Health Collaboration Program: Planning

FY 2011 SOLICITATIONS FOR THE BUREAU OF JUSTICE ASSISTANCE (CONTINUED)

BJA FY 11 Justice and Mental Health Collaboration Program: Planning and Implementation

BJA FY 11 National Initiatives: Enhancing Law Enforcement

BJA FY 11 National Justice Information Sharing (JIS) Initiative: Cross-Boundary Information Exchange Pilot Projects

BJA FY 11 National Justice Information Sharing (JIS) Initiative: Enhancing Justice Information Sharing Through Support of BJA's Services Task Team and Registry

BJA FY 11 National Justice Information Sharing (JIS) Initiative: Fusion Center Training and Technical Assistance

BJA FY 11 National Justice Information Sharing (JIS) Initiative: Statewide Fusion Center Pilot Projects

BJA FY 11 National Justice Information Sharing (JIS) Initiative: Supporting Crime Prevention Through Development of Next Generation Distributed or Federated Searches

BJA FY 11 Prison Industry Enhancement Certification Technical Assistance Program

BJA FY 11 Prison Rape Elimination Act: Demonstration Projects to Establish "Zero Tolerance" Cultures for Sexual Assault Program

BJA FY 11 Public Education Programs Concerning the Anti-Discrimination Provision of the Immigration and Nationality Act

BJA FY 11 Public Safety Officers' Benefits (PSOB) National Firefighter Survivor Support

BJA FY 11 Regional Information Sharing Systems (RISS)

BJA FY 11 Residential Substance Abuse Treatment (RSAT) for State Prisoners Program

BJA FY 11 Second Chance Act Adult Mentoring Grants to Nonprofit Organizations: Adult Offender Mentoring

BJA FY 11 Second Chance Act Adult Mentoring Grants to Nonprofit Organizations: Mentoring of Adult Offenders: Promoting Successful Reentry Through Responsible Fatherhood/Motherhood

BJA FY 11 Second Chance Act Adult Offender Reentry Program for Planning and Demonstration Projects: Implementation

BJA FY 11 Second Chance Act Adult Offender Reentry Program for Planning and Demonstration Projects: Planning

BJA FY 11 Second Chance Act Family-Based Offender Substance Abuse Treatment Program: State & Local

BJA FY 11 Second Chance Act Family-Based Offender Substance Abuse Treatment Program: Tribal

BJA FY 11 Second Chance Act Reentry Program for Adult Offenders with Co-Occurring Substance Abuse and Mental Health Disorders

BJA FY 11 Second Chance Act State, Local, and Tribal Reentry Courts

BJA FY 11 Second Chance Act Technology Careers Training Demonstration Projects for Incarcerated Adults and Juveniles

BJA FY 11 Smart Policing Initiative: Institutionalization of Evidence-Based Practices

BJA FY 11 Smart Policing Initiative: Smart Policing Evidence-Based Replication

BJA FY 11 Smart Policing Initiative: Smart Policing Innovation

BJA FY 11 Solicited

BJA FY 11 Statewide Automated Victim Information and Notification (SAVIN) Program

BJA FY 11 Tribal Civil and Criminal Legal Assistance Grants, Training, and Technical Assistance: Tribal Civil Legal Assistance Grants

FY 2011 SOLICITATIONS FOR THE BUREAU OF JUSTICE ASSISTANCE (CONTINUED)

BJA FY 11 Tribal Civil and Criminal Legal Assistance Grants, Training, and Technical Assistance: Tribal Criminal Legal Assistance Grants

BJA FY 11 Tribal Civil and Criminal Legal Assistance Grants, Training, and Technical Assistance: Tribal Justice Advocacy Training and Technical Assistance (TTA) Grants

BJA FY 11 Violent Gang and Gun Crime Reduction Program (Project Safe Neighborhoods (PSN))

BJA FY 11 Wrongful Conviction Review Program

BJA FY 11 Bulletproof Vest Partnership Program

BJA FY 11 Justice Assistance Grant Program

BJA FY 11 Northern Border Prosecution Initiative

BJA FY 11 Southwest Border Prosecution Initiative

BJA FY 11 State Criminal Alien Assistance Program

FY 2011 SOLICITATIONS FOR THE BUREAU OF JUSTICE STATISTICS

BJS FY 11 2011 Deaths in Custody Reporting Program (DCRP)

BJS FY 11 2011 National Corrections Reporting Program

BJS FY 11 2011 National Judicial Reporting Program

BJS FY 11 2011 National Survey of Indigent Defense Services

BJS FY 11 Annual Survey of Probation and Parole, 2011–2014

BJS FY 11 Arrest-Related Deaths Program, 2011–2013

BJS FY 11 National Survey of Tribal Court Systems

BJS FY 11 Deaths in Custody Reporting Program, 2012–2015

BJS FY 11 Firearm Inquiry Statistics (FIST) Program

BJS FY 11 Improving the Sampling Design for the National Crime Victimization Survey Continuation

BJS FY 11 Law Enforcement Agency Identifiers Crosswalk

BJS FY 11 Methodological Research to Support the NCVS Survey: Self-Report Statistics on Rape and Sexual Assault Pilot Test

BJS FY 11 NICS Act Record Improvement Program (NARIP) for States and State Court Systems

BJS FY 11 National Criminal History Improvement Program

BJS FY 11 National Criminal History Improvement Technical Assistance Program

BJS FY 11 National Victimization Statistical Support Program (NVSSP)

BJS FY 11 Special Data Collections and Statistical Studies

BJS FY 11 Special Data Collections and Statistical Studies II

FY 2011 SOLICITATIONS FOR THE BUREAU OF JUSTICE STATISTICS (CONTINUED)

BJS FY 11 State Justice Statistics Program (SJS)
BJS FY 11 Survey of Inmates in State and Federal Correctional Facilities (SISFCF), 2012
BJS FY 11 Survey of Jails in Indian Country, 2012–2015
BJS FY 11 Visiting Fellow: Criminal Justice Programs

FY 2011 SOLICITATIONS FOR THE NATIONAL INSTITUTE OF JUSTICE

NIJ FY 11 Analysis of the Criminal Justice System Data Architecture
NIJ FY 11 Applied Research and Development in Forensic Science for Criminal Justice Purposes
NIJ FY 11 Basic Scientific Research to Support Forensic Science for Criminal Justice Purposes
NIJ FY 11 Body Armor Standards Research for Criminal Justice Applications: Decision-making Factors Influencing the Wearing of Body Armor
NIJ FY 11 Body Armor Standards Research for Criminal Justice Applications: Soft Armor Effects on Core Body Temperature
NIJ FY 11 Body Armor Standards Research for Criminal Justice Applications: Weapons Characterization
NIJ FY 11 Body Armor Standards Research for Criminal Justice Applications: Wound Characterization
NIJ FY 11 Building and Enhancing Criminal Justice Researcher-Practitioner Partnerships
NIJ FY 11 DNA Backlog Reduction Program
NIJ FY 11 Data Resources Program: Funding for the Analysis of Existing Data
NIJ FY 11 Electronic Crime and Digital Evidence Recovery: Data Forensics in the Internet-based (Cloud Computing) Environment
NIJ FY 11 Electronic Crime and Digital Evidence Recovery: Forensic Tools for Mobile Cellular Devices
NIJ FY 11 Electronic Crime and Digital Evidence Recovery: Proposals for Supplemental Funding
NIJ FY 11 Electronic Surveillance Technologies for Criminal Justice Applications
NIJ FY 11 Evaluation of the Honest Opportunity Probation with Enforcement Demonstration Field Experiment (HOPE DFE)
NIJ FY 11 Forensic Science Technology Center of Excellence
NIJ FY 11 Forensic Science Training Delivery and Research Program
NIJ FY 11 Forensic Science Training Delivery and Research Program: Digital Evidence
NIJ FY 11 Office of Investigative and Forensic Sciences Continuations
NIJ FY 11 Office of Science and Technology Continuations
NIJ FY 11 Officer Safety Research and Technology Development for Criminal Justice Applications: Tripwire Detection and Marking Technology Development
NIJ FY 11 Officer Traffic Safety Research and Technology Development for Criminal Justice Applications: Vehicle Accident Avoidance Technology Development
NIJ FY 11 Officer Traffic Safety Research and Technology Development for Criminal Justice Applications: Vehicle Accident Research
NIJ FY 11 Paul Coverdell Forensic Science Improvement Grants Program

FY 2011 SOLICITATIONS FOR THE NATIONAL INSTITUTE OF JUSTICE (CONTINUED)

NIJ FY 11 Performance Management Information Systems for Law Enforcement and Corrections Applications
NIJ FY 11 Ph.D. Graduate Research Fellowship Program
NIJ FY 11 Post Conviction DNA Testing Assistance Program
NIJ FY 11 Predictive Policing: Phase II
NIJ FY 11 Research Solicitation on International Organized Crime (IOC)
NIJ FY 11 Research Solicitation on Trafficking In Persons (TIP)
NIJ FY 11 Research and Evaluation in Crime Control and Prevention: Desistance from Gangs and Gang Related Crime
NIJ FY 11 Research and Evaluation in Crime Control and Prevention: Impact of Technology on Policing
NIJ FY 11 Research and Evaluation in Crime Control and Prevention: Police Integrity
NIJ FY 11 Research and Evaluation in Justice Systems
NIJ FY 11 Research on Violence and Victimization Across the Life Span: Basic Research
NIJ FY 11 Research on Violence and Victimization Across the Life Span: Elder Mistreatment
NIJ FY 11 Research on Violence and Victimization Across the Life Span: Offender Interventions
NIJ FY 11 Research on Violence and Victimization Across the Life Span: Teen Dating Violence
NIJ FY 11 Sensor, Surveillance and Biometric Technologies for Criminal Justice Applications: Biometric Technologies
NIJ FY 11 Sensor, Surveillance and Biometric Technologies for Criminal Justice Applications: Evidence Identification at the Crime Scene
NIJ FY 11 Sensor, Surveillance and Biometric Technologies for Criminal Justice Applications: Integrated Sensor Solutions
NIJ FY 11 Social Science Research in Forensic Science
NIJ FY 11 Solving Cold Cases with DNA
NIJ FY 11 Strategic Approaches to Sexual Assault Kit (SAK) Evidence: An Action Research Project
NIJ FY 11 The National Missing and Unidentified Persons System (NamUs) Program
NIJ FY 11 Visiting Fellowship Program
NIJ FY 11 W.E.B. DuBois Fellowship Program
NIJ FY 11 Office of Research and Evaluation Continuations

FY 2011 SOLICITATIONS FOR THE OFFICE FOR VICTIMS OF CRIME

OVC FY 11 2012 NCVRW Resource Guide
OVC FY 11 2013 SART Conference Continuation
OVC FY 11 American Indian and Alaska Native SANE-SART Program
OVC FY 11 American Indian and Alaska Native SANE-SART Training and Technical Assistance
OVC FY 11 Antiterrorism and Emergency Assistance Program for Crime Victim Assistance

FY 2011 SOLICITATIONS FOR THE OFFICE FOR VICTIMS OF CRIME (CONTINUED)

OVC FY 11 Children Justice Act Partnerships for Indian Communities Grant Program Continuation
OVC FY 11 Enhanced Collaborative Model to Combat Human Trafficking Victim Services
OVC FY 11 ID Theft Victim Assistance Networks Program (Continuation)
OVC FY 11 Intensive Case Management for Family Members of Homicide Victims-Continuation
OVC FY 11 NCVRW Community Awareness Project
OVC FY 11 National Field Generated Training, Technical Assistance, and Demonstration Projects
OVC FY 11 National Indian Nations Conference: Justice for Victims of Crime
OVC FY 11 National Joint Training Conference for VOCA Victim Assistance and Victim Compensation Administrators
OVC FY 11 Post Secondary Education: Integrating Victims' Issues Into University and College Curricula (Continuation)
OVC FY 11 Services for American Victims of Domestic Violence Abroad (Continuation)
OVC FY 11 Services for Victims of Human Trafficking
OVC FY 11 State Victim Assistance Academy Initiative (New)
OVC FY 11 Training & Technical Assistance for CJA Grant Program Continuation
OVC FY 11 Tribal Victim Assistance (TVA) Discretionary Grant Program Continuation
OVC FY 11 Tribal Victim Assistance Training and Technical Assistance Continuation
OVC FY 11 VOCA Victim Assistance Formula
OVC FY 11 VOCA Victim Compensation Formula
OVC FY 11 Victim Assistance Fellowship Program
OVC FY 11 Victim Assistance Professional Development Fellowship Program Continuation
OVC FY 11 Victim Assistance and Compensation Professional Development Fellowship Program
OVC FY 11 Elder Abuse Program

FY 2011 SOLICITATIONS FOR THE OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION

OJJDP FY 11 AG Defending Childhood Task Force
OJJDP FY 11 Attorney General's Children Exposed to Violence Demonstration Program: Phase 2
OJJDP FY 11 Best Practices for Juvenile Drug Courts Training
OJJDP FY 11 CTAS Purpose Area 7: Juvenile Justice Program
OJJDP FY 11 Child Protection Programs Grants
OJJDP FY 11 Child Protection Research Program
OJJDP FY 11 Community-based Violence Prevention Demonstration Program

FY 2011 SOLICITATIONS FOR THE OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION (CONTINUED)

OJJDP FY 11 Defending Childhood Technical Assistance
OJJDP FY 11 Demonstration Programs Division Grants
OJJDP FY 11 Disproportionate Minority Contact Community and Strategic Planning Project
OJJDP FY 11 Enforcing Underage Drinking Laws Program
OJJDP FY 11 Evaluation of Girls' Delinquency Programs
OJJDP FY 11 Family Drug Court Programs
OJJDP FY 11 Field Initiated Research and Evaluation Program
OJJDP FY 11 Gang Field Initiated Research and Evaluation Programs
OJJDP FY 11 ICAC Deconfliction System (IDS)
OJJDP FY 11 Internet Crimes Against Children Task Force Continuations
OJJDP FY 11 Internet Crimes Against Children Task Force Program: Missouri
OJJDP FY 11 Juvenile Accountability Block Grant
OJJDP FY 11 Law Enforcement Strategies for Protecting Children from Commercial Sexual Exploitation
OJJDP FY 11 Mentoring Research Best Practices
OJJDP FY 11 Mentoring for Child Victims of Commercial Sexual Exploitation Initiative
OJJDP FY 11 Mentoring for Youth with Disabilities Initiative
OJJDP FY 11 Multi-State Mentoring Initiative
OJJDP FY 11 National Center for Missing and Exploited Children Program
OJJDP FY 11 National Gang Center
OJJDP FY 11 National Juvenile Probation Census Project
OJJDP FY 11 National Mentoring Programs
OJJDP FY 11 Nonparticipating State Program, Wyoming
OJJDP FY 11 Second Chance Act Juvenile Mentoring Initiative
OJJDP FY 11 Second Chance Act Juvenile Offender Reentry Program for Planning and Demonstration Projects: Implementation
OJJDP FY 11 Second Chance Act Juvenile Offender Reentry Program for Planning and Demonstration Projects: Planning
OJJDP FY 11 State Juvenile Justice Formula and Block Grants Training and Technical Assistance Program
OJJDP FY 11 State Relations and Assistance Division Grants
OJJDP FY 11 Technical Assistance Program to Address Commercial Sexual Exploitation/Domestic Minor Sex Trafficking
OJJDP FY 11 Title II Formula Grants Program
OJJDP FY 11 Title V

FY 2011 SOLICITATIONS FOR THE OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION (CONTINUED)

OJJDP FY 11 Tribal Youth Field Initiated Research and Evaluation Programs
OJJDP FY 11 Tribal Youth National Mentoring Program
OJJDP FY 11 VOCA Program Continuation Grants
OJJDP FY 11 Tribal Youth Program

FY 2011 SOLICITATIONS FOR THE OFFICE OF SEX OFFENDER SENTENCING, MONITORING, APPREHENDING, REGISTERING, AND TRACKING

SMART FY 11 Adam Walsh Act Implementation Grant Awards
SMART FY 11 CASOM Training and Technical Assistance Award
SMART FY 11 SORNA Tribal Training and Technical Assistance Award
SMART FY 11 Dru Sjodin National Sex Offender Public Website

FY 2011 PARTNERSHIPS WITH SMART

BJA Second Chance Act/Sex Offender Re-entry Initiative
OJJDP Youth With Sexual Behavior Problems Program

APPENDIX 2

MEET THE OAAG LEADERSHIP TEAM

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, and Acting Assistant Attorney General in February 2012. Prior to that, she served as Executive Director of the National Center for Victims of Crime, a private non-profit organization located in Washington, D.C., for 4 years.

Earlier, Ms. Leary served at the U.S. Department of Justice from 1999 to 2001 in the positions of Acting Assistant Attorney General for OJP, 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 has 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. She received her law degree from Northeastern University School of Law, a master's degree in education from Ohio State University, and a bachelor's degree in English literature from Syracuse University.

James H. Burch II was appointed OJP's Deputy Assistant Attorney General for Operations and Management in August 2011. In this position, Mr. Burch oversees and directs OJP's Office of Administration; Office of Audit, Assessment, and Management; Office of the Chief Information Officer; Office of Communications; Office of Equal Employment Opportunity; and Office of the Chief Financial Officer. From 2009 to 2011, Mr. Burch served as the Presidentially appointed Acting Director of the Bureau of Justice Assistance (BJA); between 2002 and 2009, he was BJA's Deputy Director for Policy and Management and Associate Deputy Director for Law Enforcement. Prior to joining BJA, Mr. Burch held senior leadership positions in the Office of Juvenile Justice and Delinquency Prevention. The author of several publications on criminal and juvenile justice topics, Mr. Burch has trained law enforcement officials throughout the United States on issues related to gangs, information sharing, and violence reduction. He also has been a guest instructor at the FBI's National Academy in Quantico, Virginia. He has a master's degree in administration with a concentration on law enforcement from Central Michigan University and a bachelor's degree in criminal justice from the University of Maryland. Mr. Burch is also a graduate of the Federal Executive Institute.

APPENDIX 3

OJP'S COMPONENTS

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 public safety officers. BJA comprises three divisions: 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 best practices. The Programs Office organizes and manages all state and local grant programs. The Planning Office is responsible for providing overall BJA-wide coordination. It handles planning, communications, and budget formulation and execution.

Denise E. O'Donnell was sworn in as the Director of the Bureau of Justice Assistance on June 6, 2011, after being nominated by President Obama and confirmed by the U.S. 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 appointed U.S. Attorney by President Clinton in 1997, the first woman to hold the position of top federal prosecutor in upstate New York. Ms. O'Donnell served as Vice Chair of the U.S. Attorney General's Advisory Committee, where she was a member of the Investigations & Intelligence, Northern Border, and Civil Rights subcommittees. Ms. O'Donnell entered private practice in 2001, becoming a litigation partner at Hodgson Russ. In recent years, Ms. O'Donnell has served as the New York State Deputy Secretary for Public Safety and as Commissioner of the New York State Division of Criminal Justice Services. She obtained a master's degree in social work from the State University of New York at Buffalo and graduated summa cum laude from the University at Buffalo SUNY Law School.

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 for state, local, and tribal governments to use 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 using accurate, timely, and objective data about crime and the management of criminal justice.

Dr. James P. Lynch was nominated by President Obama to be Director of the Bureau of Justice Statistics and 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 Vice President Elect for the American Society of Criminology (ASC) and served previously on its governing board as well as the Committee on Law and Justice Statistics of the American Statistical Association. A coeditor of the *Journal of Quantitative Criminology,* Dr. Lynch was a member of the National Academy of Sciences panel that evaluated BJS programs from 2007 to 2009. 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 B.A. from Wesleyan University and his M.A. and Ph.D. in sociology from the University of Chicago.

BJS Main Line: 202–307–0765; BJS E-mail: askbjs@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 the 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. NIJ has two offices: the Office of Research and Evaluation and the Office of Science and Technology. The Office of Research and Evaluation develops, conducts, directs, and supervises research and evaluation activities across a wide variety of issues. The Office of Science and Technology manages research and development of technology for the field and the development of technical standards, testing, and capacity building for the forensic sciences. It also provides technology assistance to state and local law enforcement and corrections agencies.

Dr. John H. Laub is the Director of the National Institute of Justice. He is also a Distinguished University Professor of Criminology and Criminal Justice on leave from the University of Maryland, College Park. With Dr. Robert Sampson, Dr. Laub was the 2011 recipient of the prestigious Stockholm Prize in Criminology, for their research showing why and how criminals stop offending. In 2002, he was elected President of the American Society of Criminology, and he received its highest research prize, the Edwin H. Sutherland Award, in 2005. He has published extensively, including 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), both coauthored with Dr. Sampson. Dr. Laub received his B.A. from the University of Illinois, Chicago, and his M.A. and Ph.D. in criminal justice from the State University of New York at Albany.

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 working 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 concerns; and awards funds to states to support local programming nationwide.

Melodee Hanes is the Acting Administrator of the Office of Juvenile Justice and Delinquency Prevention. She previously served as Acting Deputy Administrator for Policy from June 2009, when President Obama appointed her to the position, to January 2012. In her 30-year career, Ms. Hanes has served as a deputy county attorney in the Yellowstone County Attorney's Office in Montana and as an assistant county attorney in the Polk County Attorney's Office in Iowa. Ms. Hanes also taught child abuse law and forensic medicine and law at Drake University Law School. Before joining the Justice Department in 2009, Ms. Hanes served as state director and counsel in the office of U.S. Senator Max Baucus (D-Montana). Ms. Hanes earned a B.A. in women's studies from the University of Utah and a law degree from Drake University Law School in Des Moines, Iowa.

Jeff Slowikowski, the Acting Deputy Administrator for Policy, served as Acting Administrator of OJJDP from January 2009, when President Obama named him to the position, to January 2012. From May 2004 to 2009 Mr. Slowikowski served as Associate Administrator of OJJDP's Demonstration Programs Division. From 1990 to 2003, he served in the Research and Program Development Division, as a Program Manager and, subsequently, as Deputy Director. Mr. Slowikowski earned a B.S. in criminal justice from the University of Baltimore in 1987 and a graduate certificate in police administration and master's of public administration from the University of Baltimore in 1990.

OJJDP Main Line: 202–307–5911; OJJDP E-mail: http://askjj.ncjrs.gov

The **Office for Victims of Crime (OVC)** is committed to enhancing the nation's capacity to assist crime victims and to providing leadership in changing attitudes, policies, and practices to promote justice and help crime victims rebuild their lives. OVC administers programs authorized by the Victims of Crime Act of 1984, as amended, and the Crime Victims Fund (Fund) authorized by this statute. With money from the Fund, OVC supports a wide range of activities on behalf of crime victims, whether victimized in the United States or abroad, including victim compensation and assistance services, national scope training and technical assistance, demonstration projects, and program evaluation and replication.

Joye E. Frost was designated Acting Director of the Office for Victims of Crime on January 20, 2009, by President Obama. Previously, she served as Principal Associate Director for OVC, guiding OVC's development of national-scope training, technical assistance, and other resources to address ongoing challenges and emerging issues in the crime victims field. Ms. Frost began her career as a child protective services caseworker in Texas and 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 for the Department of the Army. Ms. Frost received a bachelor of arts degree in anthropology from the University of Texas at Austin and a master of health services management degree from the University of Mary Hardin-Baylor in Belton, Texas.

OVC Main Line: 202–307–5983; OVC E-mail: http://ovc.ncjrs.gov/askovc

The **Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART)** was authorized by the Adam Walsh Child Protection and Safety Act of 2006. The office is responsible for establishing and maintaining the standards of the Sex Offender Registration and Notification Act (SORNA) as defined by Title I of the Adam Walsh Child

Protection and Safety Act of 2006. The SMART Office also oversees grant programs regarding sex offender treatment and the implementation of SORNA and identifies, promotes, and supports the use of best practices in the field of sex offender management.

Linda M. Baldwin was appointed Director of the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking by President Obama in 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, and spent 8 years in private practice, where she concentrated on commercial litigation and real estate and zoning law. She began her legal career in 1993 as a law clerk for New Jersey Supreme Court Justice Gary S. Stein after receiving her law degree from Columbia University School of Law. Ms. Baldwin received a master of urban planning degree from the New York University Wagner School of Public Service in 1989 and a B.A. from Amherst College in Amherst, Massachusetts.

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's divisions include Human Resources; Acquisition Management; and the Support Services Division.

OA Main Line: 202–307–0087

Human Resources: 202–307–0730; Human Resources E-mail: ojphumanresources@usdoj.gov

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: ensure financial grant compliance and auditing of OJP's internal controls to prevent waste, fraud, and abuse; conduct program assessments of OJP and COPS Office grant programs; oversee monitoring activities; and serve as a central source for grant management policy. OAAM's three divisions are Audit and Review, Program Assessment, and Grants Management.

OAAM Main Line: 202–514–9178

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; Finance, Accounting, and Analysis; and Grants Financial Management.

OCFO Main Line: 202–307–0623; OCFO E-mail: ask.ocfo@usdoj.gov

Fax: 202–616–5962 or 202–353–8475

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; GMS E-mail: gms.helpdesk@ojp.usdoj.gov

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's operations. OCIO's divisions include Information Technology Security, Enterprise Application Support, and Business Support.

OCIO Main Line: 202–305–9071

OJP Help Desk: 202–307–0627; Help Desk E-mail: ojp.helpdesk@ojp.usdoj.gov

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

Fax: 202–354–4380

TDD/TTY: 202–307–2027

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 communication with all parties. Annually, the Office of Communications develops and implements a communications strategy to effectively communicate and reach out to OJP's constituents to educate them about the agency's mission, programs, and objectives as well as to 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 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

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 EEO Program's three components are Affirmative Employment Programs, Special Emphasis Programs, and the Discrimination Complaints System.

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

Office of Justice Programs

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