U.S. Department of Justice
Office of Justice Programs

2009 OJP ANNUAL REPORT

FORWARD MOMENTUM

OFFICE OF JUSTICE PROGRAMS

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

2009 ANNUAL REPORT

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

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

Gary Grindler
Acting Deputy Attorney General
U.S. Department of Justice

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

Laurie O. Robinson
Assistant Attorney General
Office of Justice Programs

Office of Justice Programs
Innovation • Partnerships • Safer Neighborhoods

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CONTENTS

iv Letter From the Assistant Attorney General

v Mission, Vision, and Goals

vi Executive Summary

Accelerating Public Safety: Outreach

1 Inputs and Outcomes

3 Recovery Act Record

6 The Promise of a Future
Young people find new opportunities in mentoring programs.

8 Hope, Help, and Healing
Crisis centers and online hotlines give victims hope.

Advancing Partnerships: Collaboration

11 Inputs and Outcomes

13 Recovery Act Record

16 Many Healthy Returns
Mentally ill offenders get out of the criminal justice system and on with their lives.

18 Waving Back, Moving Forward
Weed and Seed strategy transforms a community.

Promoting New Ideas: Innovation

21 Inputs and Outcomes

23 Recovery Act Record

26 An Investment Worth Celebrating
Justice reinvestment helps states save money and improve results.

28 Naming Jane Doe
New technology gives missing and unidentified persons a name.

Increasing Results: Evidence

31 Inputs and Outcomes

33 Recovery Act Record

36 A Common Problem
Special report proves stalking is not just for celebrities.

38 How the Shooting Stopped
Evaluation of a violence prevention program reveals powerful results.

Moving With Purpose: Stewardship

41 Inputs and Outcomes

43 Recovery Act Record

46 Information for Safer Communities
Technical assistance helps tribes and territories track sex offenders.

48 Partners for Public Safety
An OJP grant manager describes her approach to working with grantees.

50 Appendix A: Fiscal Year 2009 Grant Awards

51 Appendix B: Meet the Leadership

53 Appendix C: OJP's Bureaus and Offices

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

Fiscal year 2009 was a watershed for the Office of Justice Programs (OJP). A new President and a new Attorney General took office during a recession that threatened vital public safety services in many communities. With funding from the American Recovery and Reinvestment Act, OJP was able to help law enforcement departments, victim assistance organizations, and other criminal and juvenile justice agencies hire and retain staff. This funding, as well as funds from fiscal year 2009 appropriations, allowed OJP to make more than twice the number of grants awarded in the previous fiscal year, exponentially increasing the assistance provided to communities across the country.

Through a series of listening sessions and regular consultations with our partners in the field, OJP reestablished important relationships with its state, local, and tribal stakeholders. We also made great strides in ensuring the central role of science in criminal and juvenile justice, and launched a new Evidence Integration Initiative to help instill a focus on data-driven approaches across the agency—and the field. One of our primary goals was to ensure transparency and accountability in all stages of the grants process. OJP is working to fulfill our duties to the American taxpayers and our partners in the field through principles of diligence, fairness, and openness.

The strong commitment of this Administration, this Department of Justice, and OJP to the safety of America's communities should be evident in this report. We are moving forward, and our momentum is strong.

Sincerely,

Laurie O. Robinson
Assistant Attorney General

MISSION

The Office of Justice Programs (OJP) increases public safety and improves the fair administration of justice across America through innovative leadership and programs.

VISION

To be an essential resource for the criminal and juvenile justice communities as they strive to meet public safety needs by—

- Identifying the most pressing challenges confronting the justice system and providing high-quality knowledge through innovative research and development.
- Increasing the capacity of communities to prevent and control serious crime problems through multijurisdictional and multidisciplinary programs and partnerships.
- 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) close partnership with federal, state, local, and tribal justice systems is essential to providing a comprehensive and cohesive response to the nation's public safety needs. OJP provides innovative leadership, critical research and information, and essential funding to help communities implement programs and strategies.

THE OFFICE OF JUSTICE PROGRAMS WORKS WITH STATE, LOCAL, AND TRIBAL CRIMINAL AND JUVENILE JUSTICE PRACTITIONERS TO RESPOND TO THE NATION'S PUBLIC SAFETY NEEDS.

The **OJP Fiscal Year 2009 Report to Congress** is presented in chapters that demonstrate OJP's commitment to **outreach and collaboration** with the criminal and juvenile justice fields, **innovative** programs and technology, **evidence-based** programs and practices, and sound **stewardship** of the funds entrusted to OJP by Congress and the American people. Each chapter includes **highlights and accomplishments** funded by fiscal year (FY) 2009 appropriations and by the American Recovery and Reinvestment Act of 2009 (Recovery Act). Each chapter also provides **real world examples** that show how OJP programs have made a positive difference in the lives of Americans.

Composed of five bureaus and two program offices, OJP and its programs and research address every facet of criminal and juvenile justice. Components include the Bureau of Justice Assistance (BJA), Bureau of Justice Statistics (BJS), National Institute of Justice (NIJ), Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office for Victims of Crime (OVC), Community Capacity Development Office (CCDO), and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART). Additional information regarding OJP's components and initiatives can be found in the components' reports to Congress and on the OJP Web site (www.ojp.gov).

In FY 2009, OJP awarded more than **8,200 grants totaling $5.6 billion**. These funds, combined with OJP's **expert training and technical assistance**, directly impacted the safety and well-being of communities throughout the country.

OJP and its partners work every day to advance the criminal and juvenile justice fields and assist victims of crime. We are motivated by our vision of safer and healthier communities throughout America. With strong partnerships, innovative programs, positive results, and a clear mission, OJP is advancing the fields of criminal and juvenile justice.

Recovery Act Record

The American Recovery and Reinvestment Act of 2009 (Recovery Act) was a critical response to our country's economic crisis. To jumpstart our economy, create and save jobs, and fill gaps in vital public safety services, Congress allocated funds to assist and protect those in greatest need. The Recovery Act's $787 billion included $4 billion to assist state, local, and tribal law enforcement and for other activities that will help prevent crime and improve the criminal and juvenile justice systems in the United States.

OJP administered $2.7 billion in Recovery Act funding. OJP's Recovery Act record can be found in special sections in every chapter of this report.

ACCELERATING PUBLIC SAFETY

OUTREACH

We hear you. In fiscal year (FY) 2009, the Office of Justice Programs (OJP) expanded and enhanced its commitment to listen to its constituents. Practitioners, law enforcement, service providers, researchers, policymakers, and corporate and philanthropic partners in the fields of criminal and juvenile justice were sought to provide their opinions, feedback, and insight into OJP's work in numerous listening sessions. Through this lively exchange of ideas, OJP is setting an agenda that reflects the priorities of the people on the front lines of criminal and juvenile justice.

OJP's bureaus and offices are developing programs, strategies, and research in direct response to these priorities. By reaching out beyond the Beltway to understand the needs and concerns of average Americans, OJP is ensuring that its funding is targeted to areas that will have the greatest impact on individual lives.

The accomplishments highlighted in this chapter demonstrate OJP's commitment to reaching out to the field and, in turn, to helping criminal and juvenile justice professionals conduct outreach in their own communities.

INPUTS & OUTCOMES

In FY 2009, OJP hosted **listening sessions** for a wide range of criminal justice, juvenile justice, and crime victimization constituent groups. In April 2009, for example, **OJP leadership hosted three listening sessions** comprising researchers, practitioners, law enforcement, and other members of the field to discuss OJP's priorities, programs, and performance. OJP also hosted the Justice Programs Council on Native American Affairs semi-annual meeting to receive views, priorities, and recommendations from members of the Tribal Justice Advisory Group. OJP's seven component bureaus and offices met with their constituent groups as well:

- The National Institute of Justice (NIJ) conducted 17 listening sessions to ensure it set a more **practitioner-relevant research agenda** and to improve information sharing between NIJ and criminal justice organizations.
- The Office of Juvenile Justice and Delinquency Prevention (OJJDP) held listening sessions on **trends in the juvenile justice system**, disproportionate minority contact, research and evaluation, and child protection issues.
- The Office for Victims of Crime (OVC) supported a listening session to enable survivors and co-victims of terrorism to **share their experiences and concerns** with the Department of Justice (DOJ) Special Task Force on Detention Policy.
- In September 2009, OJP hosted what was likely the largest gathering of leaders of philanthropic foundations devoted to criminal justice issues ever assembled to discuss efforts to **strengthen public-private partnerships** in support of criminal and juvenile justice activities. The Attorney General and Associate

MORE THAN 40 PERCENT OF ANNUAL EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANTS ARE TYPICALLY ALLOCATED FOR LAW ENFORCEMENT NEEDS.

Attorney General joined OJP leadership at the meeting to discuss priority areas such as children exposed to violence, indigent defense, justice reinvestment, the Second Chance Act, and violence against women.

- OJP reaches out to thousands of communities across the country through its grant funding. In FY 2009, through the **Edward Byrne Memorial Justice Assistance Grants (JAG) Program** alone, the Bureau of Justice Assistance (BJA) awarded 1,420 local and 56 state grants totaling more than **$480 million**. As the leading source of federal justice funding to state and local jurisdictions, the JAG Program provides states, tribes, and local governments with critical funding necessary to support a range of program areas, including law enforcement, prosecution and courts, prevention and education, corrections and community corrections, drug treatment and enforcement, planning, evaluation, technology improvement, and crime victim and witness initiatives. On average, more than 40 percent of annual JAG funding is allocated for law enforcement needs. JAG funding reaches almost every community in America, and residents can witness its impact in everything from seeing more police cruisers on the streets to an increase in local Neighborhood Watch programs.

- OJJDP reached out to youth, with **$80 million for mentoring programs**, including the launch of the **Second Chance Act Juvenile Mentoring Initiative**, which targets juvenile offenders returning to their communities from correctional facilities, a new **Gang Prevention Youth Mentoring Program**, and expanded training and technical assistance and research programs. Another new mentoring area supports bringing research- and evidence-based enhancements to mentoring programs by involving parents and other family members in activities and services, delivering structured activities for the mentoring matches, and providing training and support for mentors (see article on p. 6).

- Substance abuse outreach included BJA-supported programming to educate communities in 24 states about the dangers of methamphetamine. In FY 2009, two programs were developed to complement the **Meth360 program**. **Parents360** delivers information to parents about how to spot and respond to drug and alcohol use, and **WreckED** engages teen audiences in discussion about the reality of today's drug and alcohol scene.

- In an effort to identify and exonerate prisoners who may have been wrongfully convicted, the Kirk Bloodsworth **Postconviction DNA Testing** program helps states defray the costs of postconviction DNA testing in cases of forcible rape, murder, and non-negligent manslaughter and locate and analyze biological evidence associated with these cases. To increase the number of states participating in the program, NIJ engaged in unprecedented outreach to representatives from 46 states and **nearly doubled the number of applications it received from 2008 to 2009**. Early successes include 162 inmates applying for assistance under the program in Arizona and 97 cases receiving review through program funds in Kentucky.

- BJA and OJJDP provided more than **$28 million** under five **Second Chance Act Prisoner Reentry Initiative** grant programs. This funding assists many of the 725,000 people nationwide released from prison each year back into the community by

supporting transitional services such as pre-release mentoring, housing, education, substance abuse and mental health treatment, family reunification services, job training, and post-release case management. Providing comprehensive services is vital to preventing recidivism and helping ex-offenders reconnect with their communities.

- In recognition of the need for these comprehensive services to prevent recidivism, the **new National Adult and Juvenile Offender Reentry Resource Center** is providing training and technical assistance to help states, localities, and tribes develop evidence-based reentry programs. In addition, the Community Capacity Development Office (CCDO) offered technical assistance to nine Weed and Seed Communities (WSC) experiencing high numbers of ex-offenders returning to their communities and to eight WSCs for reentry services for juvenile offenders.

THE NATIONAL ADULT AND JUVENILE OFFENDER REENTRY RESOURCE CENTER HELPS PROVIDERS DEVELOP EVIDENCE-BASED REENTRY PROGRAMS.

- Crime victims throughout the country benefited from OVC-funded initiatives such as the **Nationwide Victim Notification System** and the **victim-witness coordinator positions** created within the Federal Bureau of Investigation and the 94 U.S. Attorneys Offices, including 2 positions established specifically to assist victims of violent crime in the aftermath of Hurricane Katrina. OVC also provided more than **$10 million to aid crime victims in Indian Country**. In addition, OVC supported the **National Sexual Assault Online Hotline**, administered by the Rape, Abuse, and Incest National Network (RAINN), training nearly 400 volunteers who then assisted more than 21,000 online visitors (see article on p. 8).

- A number of **OJP's publications and products won awards** in recognition of their high standards of professionalism in public outreach, including OJJDP's *News @ a Glance* online newsletter and Missing Children's Day materials; OVC's *2007 Report to the Nation: Rebuilding Lives, Restoring*

Recovery Act Record

BJA **awarded 3,210 local and 56 state and territory American Recovery and Reinvestment Act of 2009 (Recovery Act) Justice Assistance Grants totaling $1.9 billion**. This funding **created and retained** jobs through a broad range of criminal justice programming. Initiatives included community-based and data-driven efforts such as multijurisdictional task forces, intelligence-led policing, and anti-gang initiatives, as well as support for reentry, victims, problem-solving courts, new mortgage fraud investigation and prosecution units, capacity-building efforts, and development of evidence-based statewide criminal justice plans.

continued on p. 5

Hope; the electronic OVC publication *Implementing SANE Programs in Rural Communities: The West Virginia Regional Mobile SANE Project;* NIJ's *TechBeat* magazine; the *NIJ Journal* cover story "Police Lineups: Making Eyewitness Identification More Reliable"; the *SMART Watch* newsletter; and a video to be used at conferences and events to explain the work of OJP.

OJP'S TRAINING AND TECHNICAL ASSISTANCE HELPS FRONTLINE CRIMINAL JUSTICE PROVIDERS DO THEIR JOBS BETTER.

- In addition to setting a standard for excellence in its published products, OJP also provided countless expert **training and technical assistance opportunities** to tens of thousands of criminal justice professionals and victims of crime throughout the country. All OJP bureaus and program offices sponsored major conferences and workshops, such as the Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART) Office's National Workshop on Adam Walsh Act Implementation. BJA funded training and technical assistance efforts to address enforcement of intellectual property laws. OVC funded development of a new training curriculum, *Strengthening Military-Civilian Community Partnerships to Respond to Sexual Assault,* and offered practitioners online interactive training on how best to serve victims of identity theft.

- On the international front, the Bureau of Justice Statistics (BJS) participated in **international outreach programs** with representatives from Australia, Kazakhstan, China, and the Philippines to share information on program methods and results. BJS also participated in United Nations-sponsored task forces and working groups to promote the development and standardization of national criminal justice-related statistical systems. OVC provided briefings for visitors from more than 20 countries. NIJ conducted significant outreach through its International Center, and NIJ representatives discussed the development of technologies to combat terrorism at a United States and United Kingdom Bilateral Meeting.

- OJP leadership regularly reaches out to constituents by **participating and speaking at numerous conferences and events** sponsored or cosponsored by stakeholders. For example, the Assistant Attorney General addressed the Police Executive Research Forum's Summit on the Economic Crisis and Police and the Justice and Mental Health Collaboration Conference, OVC's Acting Director gave the opening remarks at a conference addressing family violence in Indian Country, and OJP leadership joined the Attorney General at the American Council of Chief Defenders' meeting to discuss Justice Department efforts in support of indigent defense.

Recovery Act Record continued from p. 3

Recovery Act funds administered by OJJDP provided **$97.5 million** to **local and national mentoring programs** for underserved and at-risk youth (see article on p. 6).

OVC distributed **$95 million** in Recovery Act **formula funding** to state agencies to support crime victim compensation programs and crime victim services.

In addition, OVC worked with BJA on national marketing and outreach efforts to solicit proposals to support **discretionary victim services**. Their efforts yielded more than 600 applications for almost **$8.5 million** in funding to improve the quality and coordination of direct victim assistance services. OVC made awards to 14 programs providing a wide range of services, including legal assistance to crime victims and mental health services at rape crisis centers and domestic violence shelters (see article on p. 8).

BJA also reached out to rural communities, funding 207 Recovery Act awards to help rural areas address crime and drug issues, for a total of **$123 million**. In addition, BJA made five awards to provide extensive training and technical assistance outreach through the **Assistance to Rural Law Enforcement to Combat Crime and Drugs Program**. BJA also awarded nearly **$40 million** to combat **criminal narcotics activity** stemming from the **Southern border** of the United States.

The Recovery Act provided **$225 million** for the **Correctional Facilities on Tribal Lands Program**. OJP developed an intensive tribal outreach plan to solicit applications from tribes. This process included an aggressive mail, Web-based, and electronic outreach campaign; Webinars; national teleconference calls; field presentations; and coordination with other federal agencies. The efforts resulted in triple the number of applications normally received, and all available funds were awarded.

BJA leadership represented OJP and DOJ on the **White House Council on Automotive Communities and Workers**, traveling to communities devastated by the scheduled closures of large auto plants. They listened to community leaders' concerns, toured facilities, and offered technical assistance and information regarding potential resources available to their communities through the Recovery Act and other sources.

THE PROMISE OF A **FUTURE**

A new mentoring recruitment specialist works to find mentors for children living in poverty in southern Louisiana. Older adult mentors receive targeted training to help them connect with immigrant students in Portland, Oregon. As part of a mentoring program in rural Kentucky, students and their parents visit colleges and plan for the future.

Mentoring programs throughout the country match adolescents with role models who help them build self-confidence, learn positive behaviors, stay in school, and avoid potential pitfalls like drugs and gangs. The Office of Juvenile Justice and Delinquency Prevention (OJJDP) is guiding these programs and offering financial support.

In fiscal year 2009, OJJDP supported a number of new mentoring programs through the Local Youth Mentoring Initiative, part of the Recovery Act. OJJDP also provided support for evidence-based improvements to existing programs through its Strategic Enhancement to Mentoring Program.

THE OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION SUPPORTS MENTORING PROGRAMS THROUGHOUT THE COUNTRY.

"Our single biggest challenge is recruiting enough mentors, especially enough male mentors," says Betty Blair, Executive Director of Big Brothers Big Sisters of Acadiana, which is in Lafayette, Louisiana. Using Recovery Act funding administered by OJJDP, Big Brothers Big Sisters of Acadiana has added one full-time and two part-time employees. These new staff members have made more than 30 mentoring matches.

One of these matches is helping 9-year-old Kristie,* one of eight children of a single mother. The mobile home where Kristie lives has no appliances, and her mother has no transportation. Kristie sleeps on mattresses on the floor with her siblings. "The living conditions were really deplorable. Their mom is very caring, but she has so many kids and no one to help her," explains Blair.

When Mary, a 28-year-old social worker, was matched with Kristie, her first goal was to overcome the child's shyness. That didn't take long. "When Mary drove up to the house for her first visit, Kristie was waiting outside. She was jumping up and down with excitement. Mary told me later that she had never had a reception like that in her entire life," recalls Blair.

Now Kristie and Mary spend a lot of time together, going to the movies, the park, and even the grocery store. Recently, several of Kristie's siblings have also received mentors. "Their mother is so appreciative. This has really helped her have hope," says Blair.

An OJJDP-funded training program in Portland has helped local mentors develop stronger relationships with their mentees. Metropolitan Family Service (MFS) runs a traditional mentoring program and Experience Corps, an intergenerational program that matches seniors with at-risk children in

local schools. Recently, MFS hosted a training to help the older volunteers connect with children from immigrant families.

"After the training, I talked to one of our experienced volunteers. She is working with a Somali student and had been really struggling to make a connection," says Brendon Bassett, MFS Lead Program Coordinator. "She had been pushing the girl to talk more, but she was starting to feel like the student didn't want help."

Bassett explains that during the training a member of the panel who works with local Somali families talked about cultural differences that Americans often notice when dealing with Somalis. The panel member highlighted the fact that in Somali families young people are expected to be quiet when interacting with older adults.

"For this woman, [the training] really helped her understand that a lot of these things she was seeing were cultural differences and not personal," Bassett concludes. The mentor now has adopted new approaches to help her make cross-cultural connections, he says.

In Berea, Kentucky, students, mentors, and parents work together to overcome the barriers that prevent young people in this rural community from attending college. Using OJJDP funds for its new parent partnership component, the Berea program recently brought students and parents to a nearby university to learn about the technology programs it offers.

Parent turnout was impressive, with quite a few fathers attending. "I am so pleased with the results we are seeing. With increased parental involvement, we will increase the college-going culture in this area," explains Rochelle Garrett, the Parent Partnership Coordinator.

MENTORING PROGRAMS HELP AT-RISK YOUTH OVERCOME CHALLENGES AND LEARN POSITIVE BEHAVIORS.

With support from OJJDP, mentoring programs are reaching adolescents in big cities and rural communities. By connecting with youth and their families and presenting new opportunities, mentoring programs help at-risk youth overcome challenges and build a future that is filled with promise.

**Names have been changed.*

Mentoring programs throughout the country match adolescents with role models who help them build self-confidence, learn positive behaviors, stay in school, and avoid potential pitfalls like drugs and gangs.

HOPE, HELP, AND **HEALING**

Lupe,* a 19-year-old college student, was returning from a trip to Mexico with her mother, father, and two brothers. The family was kidnapped by a gang near the United States–Mexico border and held for 3 days. During that time, Lupe was repeatedly raped in front of her family by multiple perpetrators.

When her father tried to stop the assault, the perpetrators pointed a gun at one of her younger brothers and threatened to kill him. After being raped, beaten, and threatened, the family was unexpectedly released and left in the woods. Upon return to their San Antonio home, they were referred to the Alamo Area Rape Crisis Center (AARCC) for victim services, including counseling.

FUNDS PROVIDED BY THE OFFICE FOR VICTIMS OF CRIME ALLOW COMMUNITY ORGANIZATIONS TO PROVIDE COUNSELING AND OTHER SERVICES TO CRIME VICTIMS FREE OF CHARGE.

With funds administered by the Office for Victims of Crime (OVC), AARCC is able to provide counseling and other services to victims of sexual assault free of charge. Last year, these funds allowed AARCC to hire and retain counselors and experts and increase the number of clients served, explains M. Lynn Blanco, President and CEO.

OVC administers funding to provide direct services to child and adult victims of crime throughout the country. Additionally, OVC supports the development and dissemination of training and technical assistance to help providers increase their capacity to serve crime victims.

In addition to AARCC's services for victims of sexual assault, OVC funds support the partnership between the Rape, Abuse, and Incest National Network (RAINN) and AARCC to administer RAINN's Online Hotline. This hotline provides a safe and anonymous place for sexual assault victims and survivors to receive referrals to local services from anywhere in the country.

AARCC is the National Lead Supervisor for the Online Hotline project. Grace Estrada, the AARCC Call Center Manager, explains that 25 to 35 online hotline chats may take place in a standard 8-hour shift.

Estrada recalls a recent online chat with 12-year-old Jane,* who logged on to RAINN from the school library. Jane reported that her father was abusing her, and she feared that he was also abusing her younger sister.

She was afraid to report the abuse because her father had threatened to kill the family dog if she told anyone.

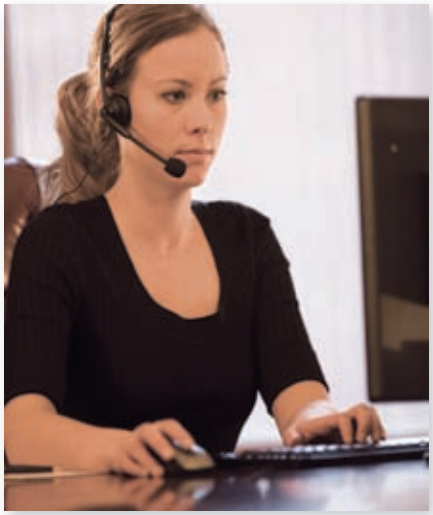
RAINN volunteers and AARCC staff help victims like Jane develop a plan to report their abuse safely by telling someone they trust and asking for help. When appropriate, staff members also refer callers to local services. "The volunteer helped [Jane] find someone she trusted to tell, and after some convincing, she agreed to tell a teacher," Estrada says.

Recovery Act funds administered by OVC also have helped the Cleveland Rape Crisis Center (CRCC) offer additional therapeutic services and expand its staff. "This money has made an amazing difference in our operations. We have increased the number of clients we serve and the timeliness with which we can serve them," says Kirsti Mouncey, LISW–S, LCDCIII, and Vice President of Client and Clinical Services.

One of CRCC's new staff members is a family therapist. Mouncey recounts a case the therapist is working on in which a father assaulted his 12-year-old daughter. The mother, brother, and daughter are all receiving family therapy, working together to understand the trauma and their diverse reactions to it.

"We are helping the brother understand why his family fell apart and why all the attention is on his sister, and we are helping the mother grieve her relationship and deal with the fact that the man she loved did this to their own child," says Mouncey.

"People think that it is sad to work in this field, but it isn't," explains Blanco. "Without this center, there is no hope, help, or healing, and that is really what we are all about: hope, help, and healing."



VICTIMS AND SURVIVORS RECEIVE SUPPORT THROUGH VARIOUS OFFICE FOR VICTIMS OF CRIME-FUNDED PROGRAMS AND SERVICES, INCLUDING AN ONLINE HOTLINE.

For Lupe and her family, hope came in the form of counseling sessions during which they all cried together and admitted their feelings of guilt, says Miriam M. Elizondo, MS, LPC–S, NCC, and Executive Vice President of Client Services for AARCC. "For her father to cry and apologize for not helping her, and for her to respond and say that she knew that he did what he had to do to keep them alive, just to have that open conversation—that's how they started to move forward."

Lupe and her family still deal with the aftereffects of their trauma every day, but OVC funds that support resources like CRCC, RAINN, and AARCC help them and countless other crime victims begin to see themselves not as victims but as survivors.

**Names have been changed.*

Without this center, there is no hope, help, or healing.

—M. Lynn Blanco, President and CEO, Alamo Area Rape Crisis Center

ADVANCING PARTNERSHIPS
COLLABORATION

Everything the Office of Justice Programs (OJP) accomplishes is the direct result of collaborations with criminal and juvenile justice professionals throughout the country, with policymakers, and with other federal partners.

OJP's seven bureaus and offices and countless program administrators and grant recipients work together to build effective criminal and juvenile justice systems and respond to the needs of victims of crime. An important part of our efforts involves active collaboration with other federal agencies; nonprofit, community, and faith-based organizations; and state, local, and tribal governments.

OJP uses its expertise and convening authority to bring together the appropriate stakeholders to accomplish clear goals. Recognizing that the vast majority of our work is done at the community level, we always remember that our most important partners are criminal justice professionals in the field.

We are committed to listening to our partners, no matter whether they are a policymaker on Capitol Hill or a grant recipient in the furthest reaches of Barrow, Alaska. Only by listening to our partners—and hearing and understanding the challenges they face—can we respond with programs and services that meet the needs of their communities.

INPUTS & OUTCOMES

- Office for Victims of Crime (OVC) assistance through the **Victim Reunification Travel Program** supported travel expenses related to the reunification of 47 abducted children with their custodial parents. One of these children, an abducted 2-year-old boy, and his noncustodial father were intercepted at an airport in Amsterdam on their way to Iran from Virginia. This success was possible through the coordinated efforts of the Fairfax County Police Department; the Commonwealth Attorney's Office; the FBI; the Department of State's Office of Children's Issues; INTERPOL; the National Center for Missing and Exploited Children; and other agencies. Funding from OVC enabled the custodial mother to travel from Virginia to Amsterdam to recover her son.

- The Bureau of Justice Assistance (BJA) continued work on the national rollout of the **Nationwide Suspicious Activity Reporting Initiative**. In June 2009, BJA briefed a member of the National Advisor's White House staff and others on the initiative. Afterwards, the White House representative stated that the effort was **one of the best demonstrations of a coordinated state, local, and federal effort** to improve public safety and protect against terrorist attacks.

- A key component in efforts to implement national policy, practices, and technology solutions to **improve information-sharing capacity** is the relationship between BJA and the Department of Justice's (DOJ) Global Justice Information Sharing Initiative (Global). Since 1998, Global, through its Global Advisory Committee, has been the voice to the U.S. Attorney General on key justice-related information-sharing issues. As a result of **DOJ's Global collaboration**

with BJA, BJA receives invaluable recommendations on priority information-sharing issues; and the Global practitioners receive support for national promising practices and technology solutions. Progress was evident this past year in the increased national adoption of the National Information Exchange Model and the Nationwide Suspicious Activity Reporting Initiative as well as the development of privacy policy templates and impact assessments to ensure the protection of privacy and civil liberties. These tools will enable effective information sharing to meet the needs of justice practitioners in a safe and secure manner.

DRUG COURTS USE TREATMENT, MANDATORY DRUG TESTING, SANCTIONS, INCENTIVES, AND TRANSITIONAL SERVICES TO HELP NONVIOLENT, SUBSTANCE-ABUSING OFFENDERS BREAK THE CYCLE OF DRUG-RELATED CRIME.

- OJP's **drug court programming** provides assistance for state, local, and tribal governments to develop and implement drug courts that effectively integrate substance abuse treatment; mandatory drug testing; sanctions and incentives; and transitional services for nonviolent, substance-abusing offenders. BJA made 93 site-based awards totaling **$19,594,207 to support collaborations** throughout the country and funded extensive training and technical assistance, as well as a research to practice initiative to promote the use of evidence-based practices. The Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the Department of Health and Human Services' (HHS) Center for Substance Abuse Treatment collaborated to expand juvenile drug courts' integration of the **Reclaiming Futures** model, which has helped youth break the cycle of drugs and crime.

- In September 2009, the National Institute of Justice (NIJ) and Harvard's Kennedy School of Government collaborated on an **Executive Session on Policing and Public Safety** and released "A Week in Heron City: A Case Study." This paper by Harvard Professor Malcolm Sparrow is the first part of the series *New Perspectives in Policing* and explores how law enforcement agencies can break out of the boundaries of standard policing practices to solve a city's longstanding crime problems.

- NIJ developed a **draft standard for equipment to protect law enforcement officers** responding to situations involving chemical, biological, radiological, and nuclear hazards, including toxic spills and meth labs. This effort is the culmination of several years of collaborative partnerships with the Department of Homeland Security (DHS), the National Institute of Standards and Technology, police organizations, and the National Fire Protection Administration. The standard will be finalized after all comments from law enforcement officials, scientists, engineers, and equipment manufacturers are reviewed and any necessary revisions are made.

- The BJA-funded **Justice and Mental Health Collaboration Program** increases public safety through innovative cross-system collaboration for people in the criminal justice system that have a mental illness or co-occurring mental illness and substance abuse disorders. BJA made 43 site-based awards totaling nearly **$8 million** and provided funding to support capacity building in collaboration with the Council of State Governments' Justice Center (see story on p. 16).

- The Community Capacity Development Office (CCDO) and U.S. Attorneys collaborated to designate 15 of 62 grant applicants as new **Weed and Seed Communities (WSC)**. Each new site was provided $100,000

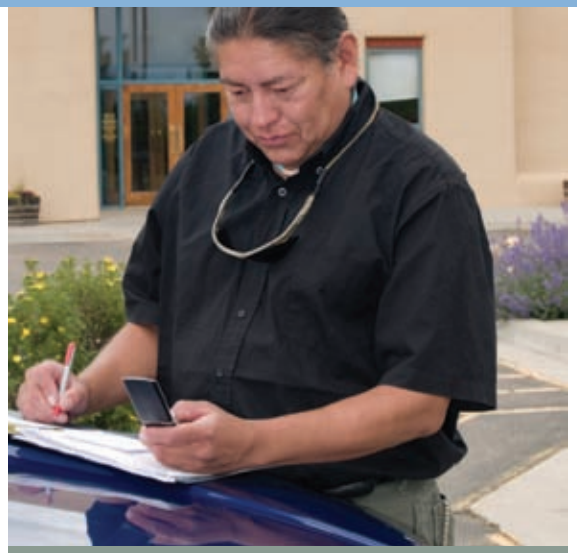
(see story on p. 18) to adopt strategies designed to "weed" out community problems and "seed" in new programs and services. In addition, more than **$21 million** was distributed to 152 continuing WSCs. This collaboration also provided 77 site-based training sessions to enhance the capacity and sustainability of Weed and Seed steering committees.

- During these tough economic times, CCDO also partnered with the IRS to assist low-income individuals with asset development through **Volunteer Income Tax Assistance (VITA)** Centers. This resulted in the processing of more than 29,000 tax returns, yielding **$37.25 million in refunds** to Weed and Seed residents. Additional collaboration with OJJDP resulted in five VITA sites in tribal communities.

- CCDO worked with HHS's Office of Community Services at 10 WSCs to develop **Individual Development Account** initiatives to help low-income residents establish savings accounts to save toward buying their own homes. It is estimated that this program has the potential to generate $20 million in home purchases over the next 5 years.

- OVC awarded nearly **$4 million** to support 11 existing and 4 new comprehensive services grantees to serve foreign nationals who are **victims of human trafficking** in the United States. OVC and BJA continued to work closely to promote coordination and collaboration among OVC service providers and BJA's Anti-Human Trafficking Task Forces. OVC also awarded **$2.4 million** to three new grant recipients to develop and implement comprehensive service model sites to serve domestic minor human trafficking victims. NIJ will evaluate these sites to provide information on the effectiveness of this model and its potential for replication.

OJP FOSTERS COORDINATION BETWEEN ANTI-HUMAN TRAFFICKING TASK FORCES AND VICTIM SERVICE PROVIDERS.



Recovery Act Record

The Bureau of Justice Statistics (BJS) led a collaborative effort with BJA and the FBI's Uniform Crime Reporting Program to implement a congressionally mandated formula to allocate **$1.9 billion** in **the American Recovery and Reinvestment Act of 2009 (Recovery Act) Justice Assistance Grant (JAG) funding to state, local, and tribal law enforcement**. The collaboration resulted in the determination that more than **4,600 local jurisdictions** that were deemed ineligible for funding in 2008 were eligible for Recovery Act funds in 2009.

continued on p. 15

- The **National Motor Vehicle Title Information System (NMVTIS)** partnership between BJA and the American Association of Motor Vehicle Administrators protects consumers from fraud and unsafe vehicles and keeps stolen vehicles from being resold to the unsuspecting public. January 2009 marked the launch of a comprehensive Web site allowing individual consumers access to NMVTIS. Since April, more than **6,000 entities provided data to NMVTIS**, resulting in more than 8 million salvage or total loss records received that may now be used for law enforcement and titling purposes.

THE BUREAU OF JUSTICE ASSISTANCE WORKS WITH THE AMERICAN ASSOCIATION OF MOTOR VEHICLE ADMINISTRATORS TO PROTECT CONSUMERS FROM UNSAFE AND STOLEN VEHICLES.

- In May 2009, the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking organized and held their third meeting of federal stakeholders involved in the **international tracking of sex offenders**. Participants represented a broad spectrum of domestic and international agencies working collaboratively to track registered sex offenders entering the United States.

- OJP led a federal-tribal collaboration among DOJ, HHS, the Department of Indian Affairs, the Department of Housing and Urban Development, the Small Business Administration, and the Corporation for National and Community Service known as the **Interdepartmental Tribal Justice, Safety, and Wellness Sessions**—Consultation, Training, and Technical Assistance. Sessions were held in California and Oklahoma to coordinate public safety and public health consultation, training, and technical assistance for Indian tribes and organizations. The sessions are frequently coordinated with other national federal and tribal events and present unique opportunities for federal and tribal representatives to develop working relationships and address important topics.

- OJP leadership and staff furthered collaboration with a wide variety of government agencies by participating in numerous federal **working groups and task forces**. These initiatives include the Office of National Drug Control Policy's Drug Demand Reduction Working Group to address the President's demand reduction strategies, including problem-solving courts; a State Department-led senior policy operating group to implement anti-trafficking in persons policies; a DHS working group to share information through secure portals; and the Violence Against Women in Indian Country Task Force to work with the Office of Violence Against Women to protect native women from sexual assault.

Recovery Act Record continued from p. 13

Another collaborative effort among BJS, BJA, the FBI, and the Bureau of Indian Affairs known as the **Recovery Act: Tribal Crime Data Project** mined complex data sets to identify 84 tribes that met FBI reporting requirements in addition to the 22 tribes that had previously submitted data to the FBI. **Twenty of these 84 tribes** were determined to be eligible to receive JAG Recovery Act funding totaling $560,000. This funding will create more opportunities for jobs in Indian Country.

OJJDP awarded more than **$75 million, $50 million of which was Recovery Act funding**, to support 61 **Internet Crimes Against Children (ICAC)** coordinated task forces and related activities, which help state and local law enforcement agencies develop an effective response to cyber enticement by sexual predators and child pornography cases. In FY 2009, ICAC investigations led to 3,755 arrests, 19,186 forensic examinations, and the identification of 693 children who were victims of some form of abuse or neglect. In addition, more than 40,000 professionals working in the ICAC field were trained to improve their responses to this important issue.

MANY HEALTHY **RETURNS**

John* was subject to a 6-month sentence for stealing a bag of chips. He had been homeless for 8 years, had a diagnosis of schizophrenia, and had received several prior petty theft charges. Instead of being sent to jail for his recent infraction, he was referred to the Mental Health Court in Wichita, Kansas.

This problem-solving court for mentally ill individuals who have committed low-level crimes is funded in large part through the Bureau of Justice Assistance's (BJA) Justice and Mental Health Collaboration Program (JMHCP).

BJA is pushing agencies to look beyond what's on paper, in terms of criminal history, and encouraging approaches that promote aggressive advocacy.

—Lilas Rajaee-Moore, Director, Treatment Accountability for Safer Communities, Denver, Colorado

JMHCP helps individuals with mental illness stop cycling through the justice system for low-level crimes by providing them with the treatment they need. BJA funds JMHCP programs throughout the country that target mentally ill offenders and use evidence-based treatment approaches.

In Denver, Colorado, a BJA-funded Treatment Accountability for Safer Communities (TASC) program called Support Advancement Opportunity and Renewal (SOAR) helps female juvenile offenders with substance abuse and mental illness issues who have resisted treatment in the past.

"Girls can be pretty tough," admits TASC Director Lilas Rajaee-Moore. "It would be easy to just throw in the towel, and then these girls would end up in juvenile facilities."

For the approximately 50 offenders served every year, SOAR is a last resort. Rajaee-Moore tells the story of Melissa,* a chronic runaway with bipolar disorder and a drug problem who had threatened to kill her father. When she came before the Youth Decision-Making Board, they agreed not to commit her so she could try SOAR.

"Initially, she said 'I'm never going to get out of the gangs, and I'm never going to quit using.' She would tell us that is what she liked to do. She was 15," Rajaee-Moore recalls. Melissa was enrolled in functional family therapy, an evidence-based model of care with demonstrated success.

Therapy included an approach that was new for Melissa. "We focus on catching these kids at doing something right, instead of doing something wrong," Rajaee-Moore explains. For Melissa, that something right was her willingness to show up and to share her feelings, to show remorse and to say thank you.

Today, Melissa has her own apartment, holds a full-time job, and is working toward her degree in nursing.

"On paper, she looked very, very bad, and she was headed for a juvenile facility," Rajaee-Moore says. "BJA is pushing agencies to look beyond what's on paper, in terms of criminal history, and encouraging approaches that promote aggressive advocacy."

Nancy Wolff, Ph.D., works with mentally ill female offenders in New Jersey who didn't receive help as juveniles and are now in prison. Her BJA-funded Seeking Safety and Community 101 programs combine treatment and reentry preparedness for offenders who have experienced traumatic events and have mental illness and substance abuse problems.

Most of the participants are repeat offenders and have not been adequately prepared for release, Wolff says. "To be able to reenter the community, you have to have a certain sense of self-confidence and trust, and you have to be resourceful. Those things have often been eroded by the incarceration experience and the victimization experience they had as children and adults."

Wolff speaks of women who have been horribly abused, who have witnessed the murder of family members, and who have never felt safe. "We engage women in healing and recovery and at the end of the intervention, they feel empowered to take charge of their lives," she says.

In less than a year, the Seeking Safety and Community 101 programs have helped 100 participants prepare to transition back to the community. They recently celebrated the success of their first graduate, Susan,* who was released to the community and is now living with her family.

Back in Wichita, the Mental Health Court that John was referred to has assisted 83 individuals in just 4 months. Almost 50 percent of the participants are severely mentally ill.

Daryl Handlin, a Senior Social Worker at COMCARE of Sedgwick County and a member of the Wichita Mental Health Court, recently took John for his periodic check-in with the judge. "I said, 'Tell them about what you've been doing,'" recalls Handlin. "He said, 'I went to the YMCA the other day, and today I helped serve Meals on Wheels to older adults.' When the judge told him that his volunteer work was really important, he just smiled. That recognition meant so much to him."

John is now stable and living in a long-term group home. He may be able to move to independent housing in the near future.

"Someone who is severely mentally ill will always have a mental illness, but they can be in recovery; they can be on medication and function in the community and even give back to the community," Handlin says.

John, Melissa, and Susan would undoubtedly agree. They are just a few of the many people who have returned to the community and are living healthy, independent, crime-free lives thanks to BJA-funded programs for mentally ill offenders.

**Names have been changed.*

MENTALLY ILL INDIVIDUALS WHO HAVE COMMITTED LOW-LEVEL CRIMES GET HELP THROUGH THE JUSTICE AND MENTAL HEALTH COLLABORATION PROGRAM.

WAVING BACK, **MOVING FORWARD**

A tip of your head. A wave of your hand. Sometimes important connections are made with the smallest gesture. In Huntington, West Virginia, local residents and law enforcement officers are finding surprising and strong community connections through the Community Capacity Development Office's (CCDO) Weed and Seed Strategy. Now, they measure progress with every wave of the hand.

"In a public meeting, one of our biggest critics said that he has seen a major change in the attitude of the local police department," explains Huntington Weed and Seed Director Tim White. "He told us that he knew this because the police now wave back at him when they drive through his neighborhood. It was that simple for him. He needed to be acknowledged."

DEVELOPING A STRONG RELATIONSHIP WITH LOCAL RESIDENTS HELPS POLICE OFFICERS COMBAT NEGATIVE COMMUNITY INFLUENCES.

Making that connection possible took a lot of work. When the Weed and Seed site was established in October 2008, the area, just under 2 square miles in size, accounted for 60 percent of all crimes and 48 percent of all juvenile crimes in Huntington, White says. The neighborhood was plagued by drug dealers and heroin addicts and dotted with abandoned buildings. The local police department was severely understaffed, and local residents had little trust in the authorities.

Weed and Seed strategies combine law enforcement initiatives to weed out negative community influences, including drug and gang activity, and community organizations to plant the seeds of positive growth through enriching programs.

Using funding from CCDO, Huntington Weed and Seed originally planned to operate out of a small office in city hall. However, White and local administrators decided instead to use an abandoned daycare center in the heart of the Weed and Seed area to be more connected to the community. The dilapidated building was transformed with funds from local donors ranging from Home Depot to small businesses and organizations. The building now houses the Weed and Seed office, a police field office, and a community center.

With an increased police presence and programs including dance, music, art, and life skills classes, the center has become the heart of a community that is changing rapidly. Beyond the center's walls, the Weed and Seed Strategy has established Neighborhood Watch groups and developed nine community gardens for residents.

With people feeling free to spend time outside and taking ownership of their community, criminal activity has diminished. In the past year, drug-related and violent crimes have decreased more than 13 percent in the Weed and Seed area, White explains. Prior to Weed and Seed setting up shop, crime in the same area had increased more than 6 percent every year for the past 5 years.

Most impressive, however, is that the Huntington Weed and Seed area welcomed 21 new homeowners in the past year. "When you have people, and banks, who are willing to invest in the area, that is a huge measure of your success," says White.

Key to the success of any Weed and Seed site is community commitment, explains White. "I always tell people that I am not going to do anything for them, but I'll do everything with them."

The Huntington community's commitment is also demonstrated by the local funds the site is receiving. White explains that one of the primary goals of any Weed and Seed site is to become sustainable on the local level, so that the site can continue to serve the community after federal funding ends. Still a relatively new operation, the Huntington site is already sustaining all of its "seed" functions with funds from local agencies and organizations.

THE HUNTINGTON, WEST VIRGINIA, WEED AND SEED AREA WELCOMED 21 NEW HOMEOWNERS IN 1 YEAR.

With the support of residents and law enforcement officers, Huntington Weed and Seed is moving forward and building a community where patrol officers wave back to residents as they tend their gardens and raise their children.

I always tell people that I am not going to do anything for them, but I'll do everything with them.

—Tim White, Director, Huntington Weed and Seed

PROMOTING NEW IDEAS

INNOVATION

The criminal and juvenile justice fields are evolving quickly. From police officers and corrections officials to victim service providers and researchers, the field is demanding innovative approaches to criminal and juvenile justice issues. These individuals are searching out best practices, striving for better results, and developing new and better ways to approach chronic public safety problems in their communities.

In response, the Office of Justice Programs (OJP) is funding groundbreaking research, innovative model programs, and dynamic new technologies. We intend for these efforts to assist communities in effectively targeting limited resources for maximum impact.

By working to help policymakers and practitioners implement new ideas, OJP is moving the field of criminal and juvenile justice from creative problem solving to pioneering strategies and programs. The innovations that OJP funded in FY 2009 provide a glimpse into the exciting future of criminal and juvenile justice.

INPUTS & OUTCOMES

- In FY 2009, the Bureau of Justice Assistance (BJA) partnered with three universities to support training and technical assistance for nine local jurisdictions interested in implementing an open-air **Drug Market Intervention (DMI) initiative**. DMI responds to illegal drug markets and their associated crime, violence, and disorder by initially targeting and prosecuting the most violent offenders as examples. Then, an intervention is staged with low-level offenders, who are confronted by the community and given the option to straighten up or face lengthy prison sentences. Local service providers are engaged to provide assistance in locating employment, housing, and access to other social services.

- In January 2009, BJA recognized emerging crime issues generated by the economic climate and convened a working group of representatives from communities throughout the country to examine crime as both a cause and a result of foreclosures. In September, BJA awarded eight grants totaling more than $10 million under the **Reducing Mortgage Fraud and Crimes Related to Vacant Properties** solicitation, which emphasizes interagency and public-private collaborations. Many mortgage fraud investigations originate with suspicious activity reports from lending institutions. These reports from the private sector are frequently the impetus for multijurisdictional task force investigations and prosecutions of complex fraud networks.

- BJA partnered with the Council of State Government's Justice Center to provide intensive **justice reinvestment** technical assistance to states that demonstrate a bipartisan interest in advancing fiscally sound, data-driven criminal justice policies to break the cycle of recidivism, avert prison expenditures, and make communities safer (see article on p. 26) by reinvesting funds in alternatives to incarceration.

- In spring 2009, responding to calls from the field for new approaches, the Office for Victims of Crime (OVC) released a new DVD and training guide, *Victims with Disabilities: Collaborative, Multidisciplinary First Response,* which provides skill-building information to first responders and allied professionals who serve victims with disabilities. OVC also sponsored a September 2009 National Professional Training Conference on **Responding to Crime Victims with Disabilities**. The Bureau of Justice Statistics (BJS) used this forum to present the much anticipated data on victims of crime with disabilities from the National Crime Victimization Survey.

THE OFFICE FOR VICTIMS OF CRIME RELEASED SEVERAL NEW TOOLS AND SPONSORED A TRAINING CONFERENCE FOR FIRST RESPONDERS WHO SERVE VICTIMS WITH DISABILITIES.

- The National Institute of Justice (NIJ) launched the second of the two databases that make up the **National Missing and Unidentified Persons System (NamUs)** and implemented an automatic cross-search capability between the databases. The databases that make up www.NamUs.gov won an Excellence in Technology Award from the International Association of Chiefs of Police in the category of **Innovation in Information Technology** (see article on p. 28).

- NIJ launched a multisite, multiyear **predictive policing project** in pilot sites across the United States. This effort has the **potential to revolutionize policing** by enabling law enforcement to use geospatial and crime mapping technology to anticipate and preempt crime instead of merely responding to it. NIJ is providing $1.6 million for this project, as one of its largest discretionary research and evaluation efforts.

- Congress appropriated **$25 million to support the Office of Juvenile Justice and Delinquency Prevention's (OJJDP) Tribal Youth Program**. This amount was more than double the FY 2008 appropriation and enabled OJJDP to initiate a number of new strategies in tribal communities, including the **Tribal Juvenile Detention and Reentry Green Demonstration Program**, which engages tribal youth residing in, or soon to be released from, tribal detention facilities in green technology and environmentally sustainable activities. Activities include indigenous and organic farming, composting, recycling programs, beekeeping, and assembling and installing solar panels and wind turbines.

- The Community Capacity Development Office and Treasury's Community Development Financial Institutions Fund partnership on the **Indian Economic Development Initiative** resulted in an economic development and legal infrastructure assessment that will support future activities addressing commercial code, judicial curriculum and business development, and youth entrepreneurship activities. The initiative provides resources for enhancing a tribe's legal infrastructure, increasing access to credit, creating new businesses, and increasing housing opportunities, thereby helping to stabilize economically depressed tribal communities. Tribal communities use Weed and Seed resources to reduce crime and revitalize their communities.

- Innovative work to utilize **DNA to solve crimes** continued in FY 2009, with NIJ's award of 6 **Identifying the Missing with DNA** awards totaling nearly $1.8 million and 27 **Solving Cold Cases with DNA** awards totaling more than $12 million. In addition, 139 awards totaling nearly $75 million were funded under the following NIJ programs: **Convicted Offender and/or Arrestee DNA Backlog Reduction, Forensic DNA**

Backlog Reduction, and **DNA Unit Efficiency Improvement**.

- NIJ published its **groundbreaking new standard on ballistic resistant body armor**, NIJ Standard-0101.06. Fifty-four armor models in conformance with the standard are now available for law enforcement use. For the first time, police officers can use armor that has been subjected to performance testing after environmental conditioning. In addition, manufacturers are now subject to detailed inspection and testing on an ongoing basis to ensure that all new armors meet NIJ standard quality metrics.

THE NEW STANDARD ON BALLISTIC-RESISTANT BODY ARMOR, RELEASED BY THE NATIONAL INSTITUTE OF JUSTICE, WILL HELP LAW ENFORCEMENT OFFICERS SELECT ARMOR THAT HAS BEEN SUBJECTED TO RIGOROUS PERFORMANCE TESTING.

- BJS began designing the agency's first nationwide study of private security officers and the agencies that employ them. The **National Private Security Survey Design Program** will enhance understanding of how private security operations for retail, manufacturing, and critical infrastructure systems impact public law enforcement agencies and public safety.

- BJS published *Aviation Units in Large Law Enforcement Agencies, 2007*. The publication presents data from the **first nationwide study on the use of planes and helicopters among law enforcement agencies**.

- BJS also developed several **innovative new statistical tools and procedures** including—

  - Designing and constructing a Web-based data analysis tool that enables non-technical users to conduct customized analyses of the data from the last major BJS study of prisoner recidivism. This is the first in a series of tools that will **increase the audience for, and the utility of, BJS statistics**.

  - Designing, in collaboration with the National Law Enforcement Telecommunication System, a process for capturing electronically requested rap sheets on a large sample of subjects and for converting this information into a relational database.

Recovery Act Record

OJP used innovation and hard work to ensure that potential **American Recovery and Reinvestment Act of 2009 (Recovery Act)** applicants were informed of available funding and understood the application process and reporting requirements. Highlights include—

- Developing and posting 18 funding announcements within 30 days of the Recovery Act enactment, **making $2.7 billion publicly available to stimulate the economy and respond to criminal and juvenile justice needs** throughout the country.

- Responding to the unprecedented interest in OJP programming by

continued on p. 25

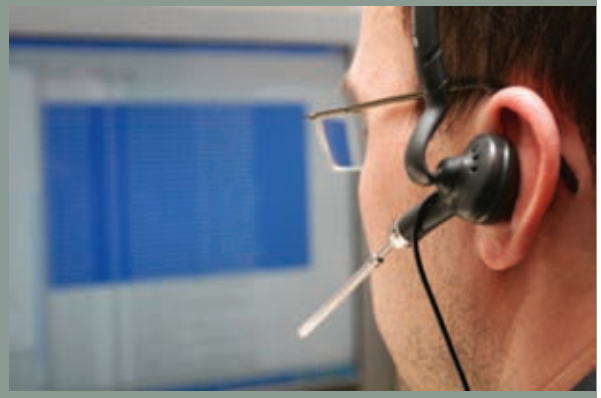
CRIMINAL JUSTICE EXPERTS SHARED THEIR RESEARCH WITH OJP LEADERSHIP AND STAFF.

- OJP hosted several **expert speakers** who shared their innovative practices and research on contemporary criminal justice topics, to include—
  - OJP leadership's invitation to Dr. Tom Tyler, Chair of the Department of Psychology at New York University, to provide insight into law enforcement strategies for enhancing legitimacy and strengthening community perceptions of fairness in response to issues regarding **police interactions with minority groups** raised after the high-profile arrest of a Harvard professor.
  - NIJ hosting Dr. Catherine Cerulli, Director of the Laboratory of Interpersonal Violence and Victimization and Assistant Professor with the Department of Psychiatry in the School of Medicine and Dentistry at the University of Rochester, who presented her program of research regarding the importance of building better bridges between mental health and law enforcement practitioners, with particular focus on **intimate partner violence**.

Recovery Act Record *continued from p. 23*

presenting at more than 20 congressional workshops and many other informational sessions for a variety of stakeholder groups, including mayors, chiefs of police, city councilmen, tribal leaders, and other local and national leaders.

- Creating and launching the **OJP Recovery Act Web site within 48 hours** of receiving the White House's directive. This site serves as one of the primary tools for **providing information to the public** regarding this unprecedented funding opportunity and provides up-to-date information on recipient reporting guidance, frequently asked questions, and tools. The speed and comprehensive nature of the information posted contributed to the achievement of the Obama administration's goal of transparency in government operations.
- Utilizing new technologies to develop and facilitate the **Recovery Act Recipient Reporting Webinar** for grant recipients. The Webinar had more than 1,300 participants and addressed the purposes and objectives of the Recovery Act, pre-reporting preparations, calculating and reporting of jobs impact data, and submission and data quality review timelines and requirements.
- Developing a process to ensure that recipients of Recovery Act funding have sufficient guidance on reporting requirements and that OJP has a **consistent, comprehensive, and documented approach to conducting agency review and follow-up**. The process includes automated monitoring, sampling of reporting records, risk assessment, onsite monitoring visits and desk reviews, and lessons learned.



The Attorney General recognized the OJP staff's extraordinary efforts in administering the Recovery Act funding with visits to OJP in March and September 2009.

AN INVESTMENT WORTH **CELEBRATING**

Former prisoners sit in the gallery of a courtroom. They came here voluntarily—to celebrate.

These offenders entered a unique community corrections program in Dallas, Texas, that begins with comprehensive assessments and directs low-risk probationers to specialty courts, including drug and prostitution courts, that hold them accountable for completing a treatment program. On any given day, the spectators in the court gallery include graduates—former offenders who have successfully completed the program and return to mentor new enrollees.

Several years ago, none of this existed and Texas was building prisons and filling them at a staggering rate. In 2007, with the prison population projected to grow by more than 14,000 people over the next 5 years, Texas turned to the Council of State Governments Justice Center and their justice reinvestment strategy to help them control corrections spending.

JUSTICE REINVESTMENT IS A UNIQUE STRATEGY THAT HELPS STATES BREAK THE CYCLE OF RECIDIVISM, AVERT PRISON EXPENDITURES, AND INVEST IN ALTERNATIVES TO INCARCERATION.

Justice reinvestment is designed to help states break the cycle of recidivism, avert prison expenditures, and make communities safer by investing in alternatives to incarceration. The Bureau of Justice Assistance (BJA) provides funding and support for the Justice Center to implement justice reinvestment at the state level.

Justice reinvestment begins with a comprehensive analysis of state prison populations and communities with high concentrations of former prisoners. After completing this assessment, the Justice Center provides state governments with options for generating savings and increasing public safety. The center then recommends ways to reinvest the savings in alternatives to incarceration and to measure the impact of the suggested changes to ensure accountability.

In Texas, the Justice Center suggested a set of policy options that prevented growth in the prison population and saved $443 million in fiscal years 2008 and 2009. Texas reinvested $241 million in substance abuse and mental health treatment programs, including problem-solving courts.

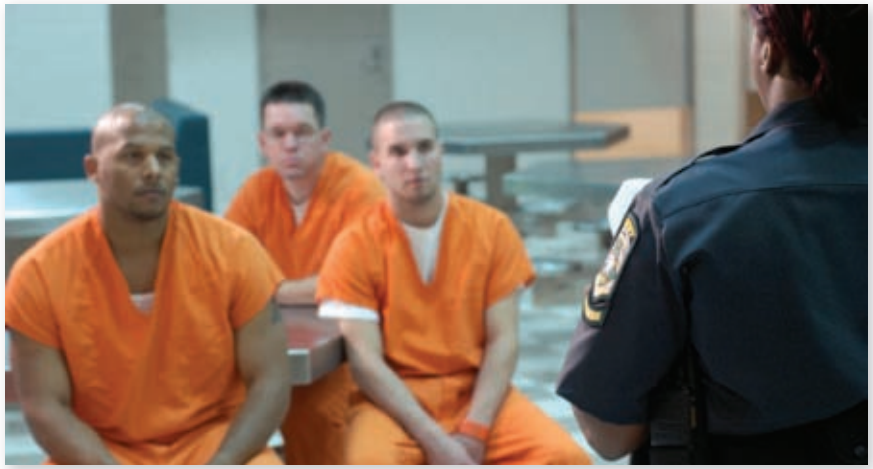
"We started looking at justice reinvestment because we were looking to move toward a more evidence-based approach. It was becoming profoundly evident that you could not build your way out of crime in Texas," says Dr. Michael E. Noyes, Director of the Dallas County Community Supervision and Corrections Department. "We had tried trailing them, nailing them, and jailing them, but it wasn't working."

Although some might be skeptical about Texas's focus on treatment programs, Noyes notes that offenders are held to a higher standard in their new programs. "Now we hold them accountable for working through a treatment plan," he says.

Former offenders face many challenges while going through the problem-solving court program, and graduation is a huge accomplishment. "These felons are looking at these graduations in the same way that some people look at high school graduation or college graduation. This is a celebration, a real success. They have never had these milestones before, and they are so proud," says Noyes.

These results are being replicated in a handful of states across the country. In 2007, Kansas was facing a prison population that was expected to increase 22 percent by 2016, with costs for new construction and operations expected to reach $500 million. When the Justice Center concluded that parole and probation revocations accounted for 65 percent of prison admissions, the legislature reallocated $7.9 million to expand treatment programs and strengthen probation and parole.

By focusing on evidence-based treatment strategies and new approaches for dealing with parolees, probationers, and mentally ill offenders, Kansas has cut parole revocation rates in half and reduced recidivism by more than 20 percent and the total prison population by 4 percent in just 2 years, Justice Center staff explain.



USING JUSTICE REINVESTMENT, TEXAS STOPPED THE GROWTH OF THE PRISON POPULATION AND INVESTED IN SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT PROGRAMS.

The corrections field is not traditionally associated with celebrations. No one celebrates building a new prison or filling it with new inmates. However, with each successful application of innovative strategies that decrease the financial burden on states, reduce recidivism rates, increase public safety, and provide offenders with opportunities to rejoin their communities, justice reinvestment may be changing that.

We started looking at justice reinvestment because we were looking to move toward a more evidence-based approach. It was becoming profoundly evident that you could not build your way out of crime in Texas.

—Dr. Michael E. Noyes, Director, Dallas County Community Supervision and Corrections Department

NAMING **JANE DOE**

Sonia Lente was missing for more than 6 years. Her family had no idea what had happened to her, and her case had turned cold. When a citizen cyber-sleuth noticed a potential match while searching the National Missing and Unidentified Persons System (NamUs), she went from Jane Doe to Sonia in a matter of days.

NamUs is the first national online database for missing persons and unidentified decedents that is available to medical examiners, coroners, law enforcement, and the public. It was developed and is funded by the National Institute of Justice (NIJ) with technical assistance from the National Forensic Science Technology Center. In 2009, NIJ fully launched the missing persons component of the database and implemented an automatic search function that cross checks information in both databases for potential matches.

National Missing and Unidentified Persons System
NamUs

Sonia went missing in October 2002. Two years later, a body was discovered in Albuquerque, New Mexico, which authorities believed to be hers. However, DNA evidence in the case was not conclusive and a match was never made. The case grew cold.

In June 2009, a Doe Network volunteer was searching NamUs. The Doe Network is an organization that searches for clues in cold cases and attempts to match missing and unidentified persons. When the volunteer saw a match between Sonia Lente's case and the unidentified decedent, she alerted the regional contact for NamUs.

A forensic odontologist, available through NamUs to assist jurisdictions free of charge, made the identification. "Through the Forensic Science Services section of NamUs, a number of people in different forensic disciplines either volunteer or are paid through grant funding. When a local agency requests a forensic investigation to make a match, these people are available to do that at no charge," explains NIJ Program Manager Chuck Heurich.

After a definitive match was made, local law enforcement was notified, and they informed the family of Sonia Lente that she had finally been identified.

"Without NamUs, the likelihood that this person would have been identified is very slim," explains Heurich. If a decedent remains unidentified after 1 year, he says, the chances of identification drop dramatically.

Sonia Lente's remains had been in a coroner's office for more than 6 years, and they would have remained there if not for NamUs and the citizen volunteer.

An innovative solution to a long-standing problem, NamUs is the result of years of stakeholder input and careful analysis. NIJ held a conference in 2005 that brought together law enforcement officials, medical examiners,

and forensic experts to address the number of unidentified human remains throughout the country. This phenomenon has been called "The Nation's Silent Mass Disaster," with an estimated 40,000 unidentified human remains in medical examiners' or coroners' offices or buried or cremated while still unidentified.

In addition to the challenges of naming unidentified decedents, NIJ recognized that reporting of missing persons cases was also an issue. Law enforcement agencies in most states are not required to prepare missing persons reports on adults and reporting rates tend to be low.

Information on missing persons that is included in the existing Federal Bureau of Investigation's National Crime Information Center is only available to law enforcement officers, explains Heurich. "We quickly realized that there wasn't a place for this information that was readily accessible to everyone who wanted to get it," he says.

NamUs serves as a repository for information and a case management system for law enforcement officials, medical examiners, and coroners.

For the first time, families of the missing are also part of the investigative process. "Families felt disconnected from ongoing investigations. We wanted to provide something that would be accessible to them," says Heurich.

With NamUs, anyone can perform searches and anyone can add a missing-person case. All cases are verified before they are published. Only medical examiners and coroners can enter information into NamUs about unidentified decedents. This information can then be searched by anyone, including volunteer investigators like the one who matched Sonia.

FORENSIC EXPERTS HELP LOCAL AUTHORITIES MATCH MISSING PERSONS AND UNIDENTIFIED DECEDENTS AS PART OF THE NATIONAL MISSING AND UNIDENTIFIED PERSONS SYSTEM.

Years after her disappearance, Sonia is no longer a Jane Doe. She now has a name and a family that has finally been able to lay her to rest.

Without NamUs, the likelihood that this person would have been identified is very slim.

—Chuck Heurich, Program Manager, National Institute of Justice

INCREASING RESULTS
EVIDENCE

Careful study and thorough analysis of criminal and juvenile justice issues and trends are an essential element in understanding and enhancing public safety. The Office of Justice Programs (OJP) is working to ensure that policymakers and practitioners have the information and tools they need to make informed decisions.

Only by studying emerging issues, examining trends, and analyzing results can we make certain that we support effective programs—programs that demonstrate significant positive outcomes when investigated rigorously and objectively.

OJP employs and funds researchers who are recognized as leaders in their fields. They identify important questions and persist in seeking answers despite the challenges inherent in sophisticated research studies. As a result, the knowledge they produce has a significant impact when applied in communities throughout the country.

The research and evidence OJP generated in FY 2009 will ultimately contribute to changes in the field for years to come.

INPUTS & OUTCOMES

- **One of Assistant Attorney General Robinson's goals for OJP is to instill a focus on data-driven, evidence-based, "smart on crime" approaches to reducing crime**. The primary vehicle for this emphasis is OJP's Evidence Integration Initiative (E2I), which began with a series of internal, cross-office meetings in the summer of 2009. Drawing on expertise from across OJP, E2I work groups established goals, objectives, definitions, and standards for improving the generation, integration, and translation of evidence into practice. This agency-wide effort has three objectives:
  - To improve the **quantity and quality of evidence** that OJP generates through research, evaluations, and statistics;
  - To better **integrate evidence** into program and policy decisions; and
  - To **improve the translation** of evidence into practice.
- **Administration support for OJP's focus on the science** was demonstrated by Attorney General Holder's participation in the 2009 National Institute of Justice (NIJ) Conference. The conference is a national forum on research and programs affecting criminal justice policy and practice. The Attorney General spoke about the importance of research and technology. He said, "You at NIJ are not only the scientists, you are also the builders. As you design and test your theories, you construct a foundation on which together we will build strong, credible policies. I thank you for your commitment to science and to improving the world in which we live."

- NIJ awarded five grants under the **Building and Improving Criminal Justice Researcher-Practitioner Partnerships Program**, which supports studies aimed at enhancing existing partnerships between researchers and practitioners, developing new partnerships, and capturing significant lessons learned through past and current efforts.

- In FY 2009, the Office of Juvenile Justice and Delinquency Prevention (OJJDP) released *The Girls Study Group: Charting the Way to Delinquency Prevention for Girls*. The bulletin reported that despite the rise in female juvenile arrest rates, violence among female youth has not increased. This bulletin summarizes a comprehensive research project into **girls' delinquent behavior** that examined issues such as how patterns of offending and causes of delinquency differ for girls and boys and the implications for law enforcement and practitioner responses. OJJDP also released the bulletin *Characteristics of Juvenile Suicide in Confinement,* which summarizes the first comprehensive effort to investigate the distribution and characteristics of **juvenile suicide** committed in public and private justice facilities.

Girls
Study Group
Understanding and Responding to Girls' Delinquency
The Girls Study Group—Charting the Way to Delinquency Prevention for Girls

VIOLENCE AMONG FEMALE YOUTH HAS NOT INCREASED, ACCORDING TO THE COMPREHENSIVE RESEARCH PROJECT SUMMARIZED IN THE *GIRLS STUDY GROUP*.

- NIJ published the first comprehensive document outlining the current criminal justice technology needs of the field, ***High-Priority Criminal Justice Technology Needs***. This document is the result of a 6-year process involving criminal justice practitioners and technologists in developing a set of validated technology requirements. This document will be updated annually and will guide future NIJ science and technology investments. One priority area already identified is a new project underway regarding **License Plate Recognition (LPR) technology** to deal with auto theft. The project will include developing the placement and pattern strategy for using the LPR technology and an experimental design, as well as collecting post-intervention data.

- An NIJ-funded evaluation of the impact of **Chicago CeaseFire** suggests that it is effective in reducing shootings and killings. Northwestern University researchers reported that the program areas grew noticeably safer in six of the seven sites, and they concluded that there was significant evidence that decreases in the size and intensity of shooting hotspots could be linked to CeaseFire in four of the areas (see article on p. 38).

- An NIJ-funded evaluation of the **Project Safe Neighborhoods (PSN)** violence reduction program showed that PSN target cities experienced reduced violent crime and declines in gun-related violence. Reductions were greater in cities with a high level of federal prosecution. Key factors for success included United States Attorneys Offices' leadership, cross-agency buy-in, and the programs' flexibility in adjusting to the realities of individual jurisdictions.

- OJP **research efforts regarding tribal issues** include ongoing NIJ studies on the administration of justice in Indian Country and on violence against Native American women. The Bureau of Justice Statistics (BJS) report *Jails in Indian Country, 2007* provides insight into the challenges tribal authorities face in administering justice in their communities. OJJDP conducted an assessment of AMBER Alert operations in Indian Country and concluded that inadequacies in communications and information-management technology significantly hamper the ability of tribal law enforcement

agencies to respond to reports of missing, abducted, and endangered children and other life-threatening emergencies. OJJDP responded by developing and launching an instructional program specially designed for emergency call takers in Indian Country.

- **BJS released 22 reports** during FY 2009, including *Stalking Victimization in the United States* (see story on p. 36). Other releases included *Civil Bench and Jury Trials in State Courts, 2005; Prisoners in 2008; Criminal Victimization, 2008; Asian, Native Hawaiian, and Pacific Islander Victims of Crime;* and *Indicators of School Crime and Safety, 2008*, which was produced jointly with the Department of Education's National Center for Education Statistics.

- The National Research Council, through an NIJ grant, released a **seminal report on the state of forensic science** in the United States, *Strengthening Forensic Science in the United States: A Path Forward.* In response to that report, NIJ launched **new efforts to perform research into the fundamental underpinnings of forensic methods**, awarding 15 grants. For the first time, NIJ is funding research investigating cognitive biases of practitioners, statistical characterization of qualitative methods, and methods for reducing errors in traditional forensic techniques.

IN RESPONSE TO A REPORT ON THE STATE OF FORENSIC SCIENCE, THE NATIONAL INSTITUTE OF JUSTICE IS FUNDING RESEARCH INVESTIGATING METHODS FOR REDUCING ERRORS IN FORENSIC TECHNIQUES.

- OJP continues to fund the National Criminal Justice Reference Service (www.ncjrs.gov) as its primary venue for distributing the **large body of informational and evidence-based publications created or supported by its bureaus every year**. For instance, BJA supported the development and publication of more than 75 grantee and agency publications, while NIJ supported more than 200 such publications and videos. OJJDP released more than 30

Recovery Act Record

The American Recovery and Reinvestment Act of 2009 (Recovery Act) provided nearly $7 million for the following research and data collection projects:

- **Tribal Crime Data Collection, Analysis, and Estimation Project** to collect and report improved data on crimes occurring on federally recognized tribal lands to improve Justice Assistance Grant (JAG) Program formula grant calculations and increase the number of tribes eligible for JAG funds.

- **Research and Evaluation of Recovery Act State and Local Law Enforcement Assistance** to study the effectiveness of a variety of

continued on p. 35

THE BUREAU OF JUSTICE STATISTICS ESTABLISHED A NEW UNIT ON RECIDIVISM RESEARCH AND DEVELOPED A VARIETY OF TOOLS FOR CORRECTIONAL POLICYMAKERS AND PROFESSIONALS.

major agency print and online publications, including a 5-item *Toolkit for Court Performance Measures in Child Abuse and Neglect Cases* developed in collaboration with the Children's Bureau of the U.S. Department of Health and Human Services. The Office for Victims of Crime (OVC) supported the development and publication of more than 100 agency and grantee publications and other communication products.

- BJS established the **Human Trafficking Reporting System (HTRS)**, a Web-based case management system that is the most comprehensive source for information on the prevalence and characteristics of human trafficking investigated by DOJ-funded task forces. It has been used to respond to congressional mandates for information on the number and type of suspects and victims associated with alleged incidents of human trafficking. The BJS report *Characteristics of Suspected Incidents of Human Trafficking, 2007–2008* describes the characteristics of more than 1,200 incidents investigated by the human trafficking task forces.

- BJS completed a **variety of work on correctional topics** and established a new unit focusing on recidivism research. Highlights of this work include—
  - Completion of the *Former Prisoner Survey,* which provides a national estimate of the incidence of sexual victimization based on reports of former state prison inmates, and the *National Survey of Youth in Custody,* which includes more than 10,000 adjudicated youth in a sample of 168 state-operated facilities and 29 large non-state facilities.
  - Creation of a mental health data collection instrument to be used as part of year 3 of the National Inmate Survey for the Prison Rape Elimination Act data collection.
  - Initiation of a project with the National Center for Health Statistics to measure the delivery of medical and mental health services in prisons and a project to redesign prison and jail inmate surveys to address emerging issues facing correctional populations, such as prisoner reentry, morbidity, mental illness, substance use and abuse, and criminal history.

Recovery Act Record *continued from p. 33*

endeavors targeting criminal narcotics activity along the border, crime in rural areas, and Edward Byrne Memorial Competitive Grant Programs.

- **Internet Crimes Against Children (ICAC) Research Grants** to bolster understanding of Internet crimes and improve investigative strategies and techniques.
- **Evaluation of Internet Child Safety Materials Used by ICAC Task Forces in School and Community Settings** to educate children about Internet dangers.

A COMMON **PROBLEM**

"This is not just a celebrity problem," says Michael Rand, Chief of Victimization Statistics at the Bureau of Justice Statistics (BJS). "Stalking is experienced across the entire fabric of our society by all types of people."

An estimated 3.4 million adults in the United States are the victims of stalking every year, explains Rand, who coauthored the *Stalking Victimization in the United States* special report with Drs. Katrina Baum and Shannan Catalano of BJS and National Institute of Justice Acting Director Kristina Rose. The report was completed with funding from the Department of Justice's Office on Violence Against Women, and the survey was administered by the Census Bureau. Released in January 2009, the report was the first large-scale study of stalking in the United States.

APPROXIMATELY 3.4 MILLION ADULTS IN THE UNITED STATES ARE THE VICTIMS OF STALKING EVERY YEAR, ACCORDING TO THE BUREAU OF JUSTICE STATISTICS' *STALKING VICTIMIZATION IN THE UNITED STATES* REPORT.

Stalking is "a course of conduct directed at a specific person that would cause a reasonable person to feel fear," according to the report. Certain behaviors were identified as typical of stalking, including making unwanted phone calls; sending unsolicited or unwanted letters or e-mails; following or spying on the victim; showing up at places without a legitimate reason; waiting at places for the victim; leaving unwanted items, presents, or flowers; and posting information or spreading rumors about the victim on the Internet, in a public place, or by word of mouth.

For every 1,000 people over age 18 in the United States, 14 are stalked every year, the report explains. "We found that the extent of stalking, the magnitude of it, is about as large as the magnitude of other serious crimes in the country," says Rand. "This is something that law enforcement needs to be focusing on—something that large numbers of citizens experience."

Beyond highlighting the frequency of stalking, the report also explains how victims react to the crime and how it impacts their lives. Of the 79 percent of stalking victims who had a job during the 12 months preceding the interview, about one in eight lost time from work. While 9 percent of victims reported a fear of death as a result of stalking, more than 46 percent of victims lived in fear of the unknown—not knowing what would happen next.

Stalking victims reported being hit, slapped, or knocked down in more than 12 percent of the cases. Nearly 280,000 victims were injured in

a physical attack. Stalkers attacked their victims with knives, blunt instruments, or handguns in nearly 139,000 cases.

"Stalking can have serious consequences. Our data show that if stalking is ignored or goes on for long periods of time, it can lead to serious consequences for the victims. It isn't always, but it can be life threatening," says Rand.

Often victims of stalking are forced to take action to stop the stalking and protect themselves. These actions included drastic changes like moving, which one in seven victims reported doing. More than 40 percent of victims asked friends and family to help them end the stalking, while only 16 percent obtained a restraining or protection order. Only 7 percent of all victims reached out to a victim services provider, shelter, or hotline for help, while more than 30 percent sought no help at all.

Enlisting the police to warn the stalker was perceived as a reason for the stalking ending in only about 15 percent of the reported cases. Similar percentages of victims reported that stalking ended as a result of their own talk with the stalker or the intervention of a friend or relative. A tenth of victims credited restraining orders with helping them end the stalking.

Generally, responses were split about whether the stalking situation improved or worsened following a report to the police. Likewise, victims were split nearly equally in reporting being satisfied or dissatisfied with the criminal justice system after filing charges against their perpetrator.

The first step to creating effective responses to criminal behavior is fully understanding the behavior and the existing criminal justice responses to it. "We really didn't know what to expect when we went into this," explains Rand. "We now know that [stalking] is an extensive problem."

STALKING VICTIMS REPORTED THAT ENLISTING THE POLICE TO WARN THE PERPETRATOR WAS BELIEVED TO BE THE REASON FOR THE BEHAVIOR ENDING IN ONLY ABOUT 15 PERCENT OF THE CASES.

Victims of stalking are regular people who live in fear. They may be followed, harassed, chased, and threatened. Most will never walk a red carpet, but they have experienced the trauma of stalking. With the in-depth analysis provided by BJS, policymakers, criminal justice professionals, and victims now have a better understanding of stalking, its impact on average Americans, and some of the challenges facing the criminal justice system in dealing with this surprisingly pervasive problem.

Our data show that if stalking is ignored or goes on for long periods of time, it can lead to serious consequences for the victims. It isn't always, but it can be life threatening.

—Michael Rand, Chief of Victimization Statistics, Bureau of Justice Statistics

HOW THE SHOOTING **STOPPED**

"Don't Drink and Drive." "No Smoking." "Buckle Up." Simple, concise messages that have helped alter behaviors and improve public health. CeaseFire, a Chicago-based violence prevention program, is ending violence in dangerous neighborhoods by adding another deceptively simple message to the list: "Stop. Killing. People."

According to the report *Evaluation of CeaseFire–Chicago,* sponsored by the National Institute of Justice (NIJ), the program's creative approach to violence prevention is working.

The exhaustive, 3-year study of CeaseFire's processes and outcomes was conducted by a team of researchers led by Wesley Skogan, a political science professor at Northwestern University. Released in March 2009, the report provides definitive evidence that CeaseFire works, while carefully cataloging why and how.

CEASEFIRE'S CREATIVE APPROACH TO VIOLENCE PREVENTION IS WORKING, ACCORDING TO THE REPORT *EVALUATION OF CEASEFIRE–CHICAGO.*

A theory-driven program, CeaseFire is based on concepts grounded in the public health field. This approach to reducing violence holds that violence spreads from person to person and that people can "catch violence" in the same way they catch a cold, explains Louis Tuthill, a social scientist with NIJ.

CeaseFire seeks to stop the outbreak of violence by changing community norms regarding violence, altering on-the-spot decision making by potential perpetrators, and offering services to at-risk youth. Since its inception in 1999, CeaseFire has made significant progress in Chicago neighborhoods. NIJ funded the study of CeaseFire to determine if the program could demonstrate quantifiable results.

Tuthill explains that of the seven sites studied across Chicago, six experienced an overall reduction in violence, while four experienced "hotspot cooling," a reduction of violence in areas that had high rates of crime prior to the program. Additionally, four of the sites experienced reductions in retaliatory killings.

Studying a program in the field, like CeaseFire, presents unique challenges for researchers. "You're not talking about a lab experiment. You have a lot of other things happening—community influences, law enforcement activities, politics," Tuthill acknowledges.

Despite the challenges, the researchers found clear results in several areas. For instance, four sites had "distinct and statistically significant declines in broad measures of actual and attempted shootings, declines that ranged from 16 to 28 percent," explains the report.

Beyond looking at outcomes, researchers also conducted a careful analysis of the CeaseFire process. Through interviews with program staff, community leaders, gang members, and street youth, researchers were able to understand how the program worked in the field.

One of the most unique and effective aspects of CeaseFire is the use of violence interrupters, the study found. Violence interrupters are most often individuals who have served time and had, at one time, close ties to Chicago's gangs. Unlike traditional social workers or counselors, they leverage their knowledge of the city to diffuse tensions, maintaining peace by negotiating truces and discouraging retaliation when conflicts erupt.

"We hire ex-cons, and it is not because we are nice people. We hire them because they are a technology. They are far more likely to get the attention of the potential shooters," a senior CeaseFire program manager explained to researchers.

CeaseFire also mobilizes the community through a public education campaign and organized responses to killings, including marches. Staff explained to researchers that marches held after a killing are extremely effective. "They are an opportunity to expose gang bangers to grieving mothers and crying siblings."

Further, CeaseFire uses outreach workers to address the needs of gang members and at-risk youth. Many clients receive help returning to school, finding a job, or receiving treatment for a drug problem, the report explains.

The CeaseFire report ultimately reveals that there are effective ways to reduce gun violence, says Tuthill. "There have been quite a few intervention/prevention programs out there trying to reduce violence but few have been found to be effective. To have something that has been implemented, tested, and found to be effective in high crime areas like Chicago . . . is a very positive thing."

Applying the strategies carefully catalogued in the CeaseFire report will allow communities throughout the country to implement an evidence-based approach to violence reduction.

The NIJ-funded study and evaluation of CeaseFire suggests that sometimes stopping violence can be as simple as the right person intervening at the right time, or as straightforward as a clear message: "Stop. Killing. People."

To have something that has been implemented, tested, and found to be effective in high crime areas like Chicago . . . is a very positive thing.

—Louis Tuthill, Social Scientist, National Institute of Justice

MOVING WITH PURPOSE
STEWARDSHIP

As the primary federal grant maker for the fields of criminal justice, juvenile justice, and crime victim services, the Office of Justice Programs (OJP) is charged with ensuring that the grant process is transparent and fair. It is our responsibility to administer taxpayer dollars wisely.

In FY 2009, OJP worked to increase both openness and accountability. Most notably, all grant announcements and awards are now posted on the OJP Web site. OJP also worked to strengthen internal control practices and procedures—all to ensure that every step in the application and award process is fair and transparent.

Awarding grants is only one part of OJP's administration of criminal and juvenile justice programs. We also monitor our grantees to make certain they are accountable for how they use taxpayer funds. In the past year, OJP has strengthened its grant monitoring activities by improving the collection of grantee performance measure data, enhancing a risk assessment tool, and updating the system used by grant managers to communicate site visit findings to grantees.

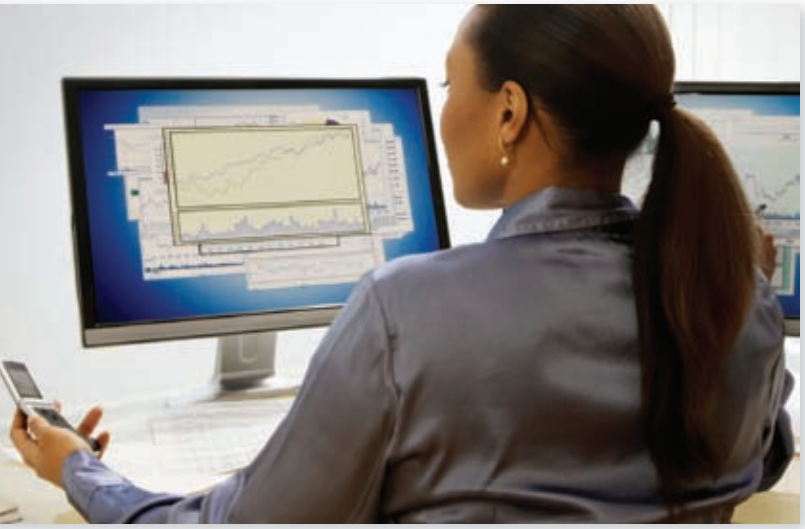
We are dedicated to providing ongoing support to these programs to help them carry out their missions. OJP leadership and staff take their responsibility to the American people very seriously. We work hard to ensure that the programs and services OJP funds are not only a prudent use of resources but also have a clear benefit to the communities served.

INPUTS & OUTCOMES

- In FY 2009, OJP **posted all grant announcements and, for the first time, all awards on its public Web site**, ensuring transparency and equal access to information about the programs, services, and research funded.
- The Office of Juvenile Justice and Delinquency Prevention (OJJDP) **launched a Performance Measures Web page** to facilitate collecting and reporting data that measure the results of OJJDP-funded programs. The page features training resources, performance measure guidelines tailored to every grant program, and centralized easy-to-access information.
- The Bureau of Justice Assistance (BJA) continued to expand on the success of collecting grantees' programmatic performance measures online via the **Performance Measurement Tool (PMT)**. This year, BJA added all Recovery Act programs and migrated the training and technical assistance measures to the PMT. Approximately **2,000 grantees** were trained and now report regularly in the PMT, which provides access to information and the ability to generate reports. In addition, performance measure data can be mapped to congressional districts and a program's population characteristics, and can be used by OJP program managers to achieve a "snapshot" of a program's progress.
- OJP uses various techniques to **reach a high volume of individuals in a cost-effective manner**, including Web sites, outreach campaigns, hotlines, listservs, electronic publications, and Webinars:
  - In FY 2009, the OJJDP Web site received approximately **5.4 million hits per month**, a 22 percent increase over 2008 statistics.

- In March 2009, BJA and the Department of Homeland Security **launched a Web site that provides privacy and civil liberty resources** for local, tribal, and federal justice agencies and fusion centers, which are collaborations of public-serving agencies to share information and intelligence within jurisdictions.

- The Bureau of Justice Statistics (BJS) and BJS-sponsored Web sites averaged nearly **700,000 user sessions per month** in FY 2009. BJS launched a comprehensive **overhaul of its publication and electronic dissemination functions**. In addition, BJS is working with other government agencies to create a publicly available **Web page featuring the most recent data and trends on alcohol and crime**.



ALL OF OJP'S BUREAUS AND OFFICES PROVIDE ONLINE INFORMATION FOR STATE, LOCAL, AND TRIBAL CRIMINAL JUSTICE AGENCIES AND THE PUBLIC.

- With the support of the Office for Victims of Crime (OVC), the Rape, Abuse, and Incest National Network (RAINN) was able to **increase the monthly average of National Sexual Assault Online Hotline sessions** by 125 percent from FY 2008 to FY 2009. RAINN partnered with Nickelodeon on the season premiere episode of the show *Degrassi* to address the issue of child sexual abuse, which resulted in a **500 percent increase for the month of July in calls to the National Sexual Assault Hotline**.

- OVC raised awareness of victims' rights and services by disseminating 15,000 **National Crime Victims' Rights Week Resource Guides** to national, state, and local victim service providers. With the Attorney General's participation, DOJ and OVC hosted the week's national kick-off events. Posters highlighting the week and take-away cards highlighting how to "Get Help or Help Out" were displayed in 15,000 post offices throughout the country, serving 8 million customers each week. Several organizations reported a sharp increase in hotline activities during the postal campaign. OVC also developed 2,000 posters highlighting issues for FBI agents to consider when working with crime victims.

- The Community Capacity Development Office's (CCDO) highly successful **Gang Talk Thursday Teleconference and Webinar** series focused on anti-gang program development for the Weed and Seed sites. CCDO built on this success with the September launch of its CAPACITYwise Webinar training initiative focusing on site development and best practices for information dissemination.

- The Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking's (SMART) Dru Sjodin **National Sex Offender Public Web site** averaged more than **1.6 million hits per day**. This site allows users to perform searches for sex offenders throughout the country (see story p. 46).

- In addition, the **SMART Office Web site** averaged 3,000 hits per day in FY 2009 and its ***Case Law Update*** Web resource averaged **500 visitors per day**.

- BJA distributed more than 3,800 copies of the *Safeguarding America: It All Starts with You* DVD and supplementary educational materials to BJA-funded fusion centers, U.S. Attorneys' Offices, FBI offices, joint technology task forces, and local public safety professionals. Many recipients disseminated the DVD further. This **widespread**

distribution led to a valuable return on investment, including an increased understanding of the need to ensure that fusion centers protect individuals' privacy and civil liberties while safeguarding communities from violent crime and terrorist activity.

- The SMART Office responded to nearly **1,400 technical assistance requests concerning implementation of the Sex Offender Registration and Notification Act (SORNA)** (see article on p. 46). Funding totaling $4.67 million for the implementation of SORNA was awarded to 8 states and 18 tribes. In September 2009, Ohio and the Confederated Tribes of the Umatilla Indian Reservation became the first two jurisdictions to substantially implement SORNA.

- The Office of the Chief Financial Officer (OCFO) offered grantees a 2-day, financial management training seminar at various locations across the country. The **Regional Financial Management Training Seminars** are designed for individuals responsible for the financial administration of discretionary and formula grants.

- The Office of Audit, Assessment, and Management (OAAM) conducts internal reviews of OJP award-making processes and makes recommendations to enhance and strengthen internal controls. In FY 2009, OAAM hired a director and became fully staffed for the first time since its creation in 2007. OAAM **reduced the risk of grantee fraud and enhanced stewardship of taxpayer dollars** by—

  - **Reviewing** OJP's significant financial management and information technology business processes, **identifying** the key internal controls within those processes, and **assessing** the effectiveness of the key controls in ensuring accurate financial reporting.

OJP'S OFFICE OF THE CHIEF FINANCIAL OFFICER OFFERED REGIONAL FINANCIAL MANAGEMENT TRAINING SEMINARS FOR GRANTEES.

Recovery Act Record

OJP utilized a specialized risk factor screening tool to **identify the American Recovery and Reinvestment Act of 2009 (Recovery Act) grant recipients most in need of onsite monitoring**. OJP also prepared the **Recovery Act Post-Award Performance and Risk Management Plan**, which describes strategies and activities used to monitor and mitigate the risks identified with implementation of grant programs under the Recovery Act.

OCFO designed **Recovery Act Training Seminars** for recipients responsible for the financial administration of discretionary and formula grants.

continued on p. 45

- Conducting a **risk assessment** of OJP's controls over contract, grant, and payroll processes, and an assessment of OJP's administrative and program controls.
- **Streamlining audit follow-up activities** to ensure that outstanding audit recommendations are tracked and promptly addressed, which led to closure of 226 grant and single audit reports during the year.

OJP'S OFFICE OF AUDIT, ASSESSMENT, AND MANAGEMENT REVIEWS THE AWARD-MAKING PROCESS AND RECOMMENDS ENHANCEMENTS TO INTERNAL CONTROLS.

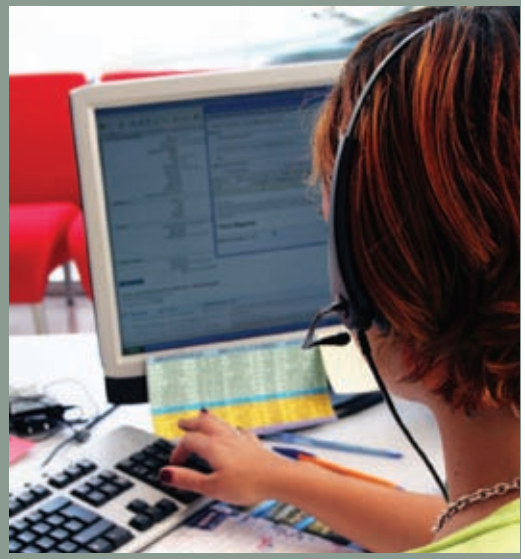
- **Initiating the return of $9.9 million** in questioned costs identified through audits of OJP grant recipients. Grant recipients provided supporting documentation for another $30 million in questioned costs.
- **Enhancing the electronic grant assessment tool** developed to assist program offices in systematically assessing risk associated with grants and grantees. The monitoring assessment process involves assigning a monitoring priority level to individual grants based on a standard set of criteria.
- **Documenting OJP programmatic and financial monitoring efforts** in the report *FY 2008 OJP and COPS Office Programmatic and Financial Monitoring*, available to stakeholders and the public on the OJP Web site.
- Tracking, reviewing, and reporting on quarterly grant monitoring accomplishments across OJP, verifying that **OJP programmatically monitored nearly $1.4 billion or 21 percent of open active award funding** in FY 2009.
- Releasing an **updated monitoring module** in OJP's online Grants Management System (GMS) that enables program managers to communicate the findings from site visits to grantees in a timely manner.
- Coordinating **training**, provided by the DOJ Inspector General's Office, for 626 OJP employees **on detecting and preventing grant fraud**.
- **Providing training** to more than 285 OJP staff covering all functional aspects of **GMS,** as well as award processes, policies, and guidelines.

- BJA, in partnership with the Department of Homeland Security, continued to develop the National Information Exchange Model (NIEM), a **national standard for information sharing**. NIEM was recognized by the White House Federal Chief Information Officer as "the data standard" that will enable information sharing across all levels of government. Numerous projects at all levels of government are currently using or plan to use NIEM, and private sector partners estimate that **NIEM will ultimately save the country billions of dollars**, by providing reusable technology solutions and avoiding redundant development efforts. This in turn promotes more effective and timely government services that are responsive to citizens' changing needs. **OJP's support of NIEM and other information-sharing efforts further enhances transparency in government**.
- OJJDP required all FY 2009 Tribal Youth Program grantees to attend a one-time, mandatory **Tribal Youth New Grantee Orientation** meeting that

Recovery Act Record *continued from p. 43*

The National Association of State Chief Information Officers (NASCIO), a BJA grant recipient, helps communicate the value of information sharing and NIEM in simplifying business practices at the state level. With the support of NASCIO, **NIEM was used to standardize the reporting mechanism for collecting Recovery Act reporting data, simplifying the process for thousands of grant recipients**. This also enabled more consistent reporting and made subsequent analysis of the data much simpler.

OJP ensured that **GMS** could efficiently process the significant increase in grant applications that resulted from the Recovery Act. Despite the heavy demand in FY 2009, the system **was used successfully to award more than double the number of grants from FY 2008**, from 3,590 awards to 8,229.



provided important information about effective program management, sound financial practices, and planning for sustainability. In addition, in the first year of the project, OJJDP provided newly funded grantees with **mandatory, intensive training and technical assistance** to help them develop a comprehensive strategic plan and the capacity to collect and utilize data regarding performance management and program assessment.

INFORMATION FOR **SAFER COMMUNITIES**

Identifying and tracking known sex offenders helps create safer communities—no matter where the community is located. More than 700,000 convicted sex offenders are registered in the United States. Monitoring them can be challenging.

While most states have had sex offender registry systems in place for more than a decade, tribal communities only became registration jurisdictions after the passage of the Adam Walsh Child Protection and Safety Act of 2006. Implementing a comprehensive method for registering or tracking sex offenders is particularly difficult for federally recognized tribes. "[Sex offenders] did go more unnoticed on the reservation," explains Adam T. Gregory, Law Enforcement Compliance Officer for the Confederated Tribes of the Umatilla Indian Reservation.

The SMART Office is using taxpayer dollars wisely to create a much-needed resource that makes it easier and more cost effective for states, territories, and tribes to implement a sex offender registry system.

However, in September 2009, the Umatilla Reservation, located in Oregon, became the first federally recognized tribe to substantially implement the Sex Offender Registration and Notification Act (SORNA). SORNA was created to strengthen the nationwide network of sex offender registration and notification programs by extending the jurisdictions in which registration is required, expanding the group of offenders who are required to register, and strengthening other registration requirements. SORNA is mandated by Title I of the Adam Walsh Act.

OJP's Office of Sex Offender Monitoring, Apprehending, Registering, and Tracking (SMART) is providing resources to help jurisdictions create federally compliant sex offender registration programs. For tribes and territories, the SMART Office created the Tribe and Territory Sex Offender Registry System (TTSORS) to reduce the technology and cost burdens of implementing SORNA.

By providing free SORNA-compliant software for tribes to use, the SMART Office is making implementation simple and cost effective. TTSORS is hosted and managed by the SMART Office, and tribes and territories can use it without purchasing any special information technology (IT) systems, hiring IT staff, or performing application or server updates. TTSORS allows jurisdictions to automatically participate with the Dru Sjodin National Sex Offender Public Web site, provide community notifications, perform e-mail address and telephone number searches, and collect all information required. Tribes and territories only need Internet access to use TTSORS.

"SMART was very helpful to us," says Gregory. "SMART walked us through the set up [of TTSORS], and they put together a training on how to use the application that I attended."

With support from the SMART Office, Gregory began working toward compliance in June 2009 and was able to complete the process by September. He explains that he started by gathering information from numerous sources, including probation records, records from the State of Oregon, the reservation police reporting system, and word-of-mouth reports from community members.

Home to approximately 5,000 people living in largely rural areas, the Umatilla Reservation currently has 9 registered sex offenders, but has had as many as 15, Gregory says. Offenders are required to provide information about their residence and employment, as well as their contact information. Information has to be updated every 90 days, 180 days, or annually, depending on the type of offense that was committed.

"Once all the information is in the system, when an offender moves to another jurisdiction, we are able to transfer that information over," explains Gregory. This automated capability ensures that sex offenders cannot avoid registration and tracking requirements by moving from one jurisdiction to another.

Having sex offender information in one central database makes the reservation safer, Gregory says. "TTSORS has been extremely helpful because the information is located in one central spot, and the public-facing Web site has allowed the community to see who is registered within the boundaries of the tribal area."

Community members have shown significant interest in the new registry, with several registering for automatic e-mail updates when offender information changes, says Gregory. "[Community members] have found [the registry] quite useful," he says. "Everyone is more aware, and it is more open, rather than having one person with a file stuck in the corner."

The SMART Office is using taxpayer dollars wisely to create a much-needed resource that makes it easier and more cost effective for states, territories, and tribes to implement a sex offender registry system. As more communities follow in the footsteps of the Umatilla Reservation and substantially implement SORNA, a seamless web of registered sex offender information will be available for the public and law enforcement, including information on tribally convicted sex offenders and sex offenders who live, work, or go to school in Indian Country.

THE SEX OFFENDER MONITORING, APPREHENDING, REGISTERING, AND TRACKING OFFICE IS PROVIDING RESOURCES TO HELP JURISDICTIONS SUBSTANTIALLY IMPLEMENT THE SEX OFFENDER REGISTRATION AND NOTIFICATION ACT.

PARTNERS FOR **PUBLIC SAFETY**

"No matter how many programs you go to and how many kids you see, some really stick out," says Andrea Coleman, a state representative with the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Coleman recalls Brianna,* a 16-year-old girl with "a criminal history a mile long" that included truancy, possession of alcohol, and assault. In a school-based probation program funded by OJJDP, Brianna learned that the adults in her life were determined to help her despite her bad behavior.

OJJDP provides national leadership to support states and communities with the development and implementation of effective prevention, intervention, and juvenile justice programs. State representatives, also known as grant managers, are charged with ensuring that juvenile programs are operating effectively and that taxpayer dollars are spent wisely. Their careful oversight helps guarantee that limited funds are spent on programs that work.

GRANT MANAGERS HELP ENSURE THAT JUVENILE JUSTICE PROGRAMS ARE OPERATING EFFECTIVELY AND THAT TAXPAYER DOLLARS ARE SPENT WISELY.

Instead of monitoring grants from her desk or from a grantee's administrative offices, Coleman prefers to perform compliance audits and program site monitoring that includes visits to detention facilities, probation programs, and prevention programs, as well as conversations with juvenile participants and their parents. Coleman's efforts help reward good programs and address issues with those that underperform.

During a visit to the Court Service Unit's School-Based Probation Program in Fredericksburg, Virginia, Brianna told Coleman that she had learned what it felt like to be heard—and how to listen.

"Like so many kids, she was referred to the program and thought that she would just do what she needed to do, get it done, and not change," says Coleman.

Her probation officer had a different goal. She convinced Brianna that people cared about her no matter how bad she acted. "She said that stuck with her, and a light just went on. She went from failing to being a B student," Coleman says. For Brianna, having an officer in school made all the difference because she was able to ask for help whenever a difficult situation arose.

After speaking with staff members and even Brianna's mother—who was thrilled to have her "sweet girl back"—Coleman suggested that the unique, school-based program be considered for inclusion in OJJDP's Model Programs Guide.

"When I see things that are based on best practices, I always encourage the states to nominate them as a model program," explains Coleman. Making probation officers more accessible to juvenile offenders by basing them in the school system is a recent trend in juvenile justice, she says, and preliminary evidence suggests that it has a favorable impact on school attendance, day-to-day school conduct, and recidivism.

Many states require their grantees to use OJJDP's Model Programs Guide as a condition of receiving funding. A user-friendly, online portal to scientifically tested programs, the Model Programs Guide uses rigorous evidence standards to assess programs' effectiveness. Programs that meet these standards may be ranked "promising" or "effective," or they may receive the highest ranking—"exemplary." Using the guide helps states ensure that their funding is targeted at evidence-based programs. "Otherwise, we get folks who have really good hearts, which is important with this population, but we need more than good hearts; we need something that is empirically based," Coleman says.

One of the other ways Coleman makes sure that programs are based on more than a good heart and a strong hunch is by building relationships with state-level grant managers. She makes it clear that she is their partner. Their ultimate goal is the same, she says: to fund programs that work and improve those that underperform.

"I tell [my grantees] that I am here not only to manage their grants but also to advocate for them," Coleman says. "I can't do that unless I have all the information."

Coleman has instituted conference calls with the juvenile justice specialists in all of the states she monitors to give them a forum for sharing best practices and brainstorming solutions.

"If one state is having a problem, another state can offer suggestions. This is really helping them tap into each other's best practices," she says. "It also gives them an added sense of responsibility because they are reporting to their peers, not just to me."

Coleman is one of many Office of Justice Programs grant managers who work to improve public safety by supporting successful, data-driven criminal and juvenile justice programs. Their efforts are helping young people like Brianna find success.

**Names have been changed.*

When I see things that are based on best practices, I always encourage the states to nominate them as a model program.

—Andrea R. Coleman, State Representative, Office of Juvenile Justice and Delinquency Prevention

APPENDIX A

FISCAL YEAR 2009 GRANT AWARDS

In fiscal year (FY) 2009, OJP awarded more than **8,200** grants totaling **$5.6 billion**. A **complete list of all FY 2009 grant awards** and grant recipients is available at www.ojp.gov/funding.

Recovery Act Record

The numbers of American Recovery and Reinvestment Act (Recovery Act or ARRA) awards and the total amount awarded under each program area are listed below.

RECOVERY ACT AWARDS		
ARRA - Internet Crimes Against Children	69	$49,078,898
ARRA - Justice Assistance Grants – State	56	$1,236,123,123
ARRA - Justice Assistance Grants – Localities	3,209	$748,245,919
ARRA - Justice Assistance Grants – Bureau of Justice Statistics	1	$996,734
ARRA - Justice Assistance Grants – National Institute of Justice	20	$10,000,000
ARRA - Byrne Competitive Grants	152	$223,527,568
ARRA - Tribal Lands Jail Construction	21	$224,486,393
ARRA - Rural Law Enforcement Assistance	212	$123,296,671
ARRA - Southern Border/High Intensity Drug Trafficking Areas Narcotics Enforcement	20	$29,639,507
ARRA - Victim Assistance Discretionary Grants	13	$5,000,000
ARRA - Victim Assistance Formula Grants	56	$47,500,000
ARRA - Victim Compensation Formula Grants	53	$47,500,000

APPENDIX B
MEET THE LEADERSHIP

Laurie O. Robinson was sworn in as Assistant Attorney General on November 9, 2009. Ms. Robinson previously served as Assistant Attorney General at the Office of Justice Programs (OJP) from 1993 to February 2000. During that time, she oversaw the largest increase in federal spending on criminal justice research in the nation's history, and under her leadership the annual appropriations for OJP grew substantially—from $800 million in 1993 to more than $4 billion in 2000. At the same time, she also spearheaded initiatives in areas ranging from comprehensive community-based crime control to violence against women, law enforcement technology, drug abuse, and corrections.

Ms. Robinson served as Acting Assistant Attorney General and Principal Deputy Assistant Attorney General of OJP from January 2009 until nominated by President Obama in September 2009. Since returning to the Department of Justice, she has overseen the implementation of the $2.7 billion in programs for which Congress assigned responsibility to OJP under the American Recovery and Reinvestment Act; launched a new agency-wide Evidence Integration Initiative to help ensure science-based approaches in OJP-funded programs; and held a series of "listening sessions" with state and local constituents to learn what OJP can do to better serve the field.

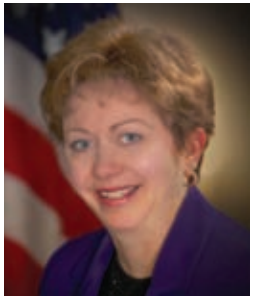
From 2004 until January 2009, Ms. Robinson served as Director of the Master of Science Program in the University of Pennsylvania's Department of Criminology. Between 2001 and January 2009, she also served as a Distinguished Senior Scholar in the University's Jerry Lee Center of Criminology and as Executive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

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

Mary Lou Leary joined the Office of the Assistant Attorney General at OJP in May 2009 when she was appointed Deputy Assistant Attorney General. She was named Principal Deputy Assistant Attorney General in September 2009. Prior to that, she served as Executive Director of the National Center for Victims of Crime, a private, nonprofit organization in Washington, D.C., for 4 years.

From 1999 to 2001, Ms. Leary's service at the U.S. Department of Justice included 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.



Beth McGarry was appointed Deputy Assistant Attorney General for Operations and Management for OJP in February 2006, where she provides oversight to the Office of Administration; Office of the Chief Financial Officer; Office of the Chief Information Officer; Equal Employment Opportunity Office; Office of Civil Rights; and the Office of Audit, Assessment, and Management. She serves as a principal advisor to the Assistant Attorney General on all management and operational issues.

In 2001, she was appointed First Assistant, the highest career position in the United States Attorney's Office. In 2002, Ms. McGarry was invited to serve on a detail as the Legislative Counsel for the Executive Office for United States Attorneys, where she provided advice on legislative issues to the Director and the 94 United States Attorneys. Ms. McGarry joined OJP in 2003 as Senior Counsel to the Assistant Attorney General, where she provided advice and counsel on management and operational issues.

In 1990, she was appointed as an Assistant United States Attorney for the Northern District of California and in 1998, then United States Attorney Robert S. Mueller appointed her to the position of Executive Assistant United States Attorney. As an active member of the legal community in San Francisco, Ms. McGarry was a court-appointed mediator for the alternative dispute resolution program in the federal district court; a member of the San Francisco Bar Association judiciary committee, where she interviewed and provided recommendations on all potential candidates for state judicial positions in the City and County of San Francisco; and an adjunct professor at the University of California, Hastings College of the Law.

APPENDIX C
OJP'S BUREAUS AND OFFICES

OJP has five bureaus and two program offices:

The **Bureau of Justice Assistance (BJA)** provides leadership and assistance to local criminal justice programs to help them 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.

James H. Burch II, Acting Director
askbja@usdoj.gov
Contact BJA: 202–616–6500
http://www.ojp.usdoj.gov/BJA

The **Bureau of Justice Statistics (BJS)** is the principal statistical agency of the Department of Justice. BJS collects, analyzes, publishes, and disseminates information on crime, criminal offenders, crime victims, and criminal justice operations. BJS also provides financial and technical support to state, local, and tribal governments.

Jim P. Lynch, Director
askbjs@usdoj.gov
Contact BJS: 202–307–0765
http://bjs.ojp.usdoj.gov

The **National Institute of Justice (NIJ)** is the research, development, and evaluation agency of the Department of Justice and is dedicated to researching crime control and justice issues. NIJ provides objective, independent, evidence-based knowledge and tools to meet the challenge of criminal justice, particularly at local and state levels. NIJ funds research, development, and technology assistance.

John H. Laub, Director
http://nij.ncjrs.gov/asknij
Contact NIJ: 202–307–2942
http://www.ojp.usdoj.gov/nij

The **Office of Juvenile Justice and Delinquency Prevention (OJJDP)** assists local community endeavors to effectively prevent and intervene in 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.

Jeffrey W. Slowikowski, Acting Administrator
http://askjj.ncjrs.gov
Contact OJJDP: 202–307–5911
http://www.ojjdp.ncjrs.gov

The **Office for Victims of Crime (OVC)** provides leadership and funding for victims of crime. OVC distributes federal funds to victim assistance programs throughout the country and offers training programs for professionals who specialize in helping victims. OVC also circulates publications and hosts various programs to help develop the public's awareness of victims' rights and services.

Joye E. Frost, Acting Director
http://ovc.ncjrs.gov/askovc
Contact OVC: 202–307–5983
http://www.ovc.gov

The mission of the **Community Capacity Development Office (CCDO)** is to work with local communities to design strategies for deterring crime, promoting economic growth, and enhancing quality of life.

Dennis E. Greenhouse, Director
askccdo@usdoj.gov
Contact CCDO: 202–616–1152
http://www.ojp.usdoj.gov/ccdo/welcome_flash.html

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

Linda M. Baldwin, Director
GetSMART@usdoj.gov
Contact SMART: 202–514–4689
http://www.ojp.usdoj.gov/smart

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Contact the Office of Justice Programs at—

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

Customer Service Center: 1–800–458–0786 (TTY: 202–616–3867)
Grants Management System (GMS) Help Desk: 202–514–2040