



FY 2014 | ANNUAL REPORT TO CONGRESS

Solutions for

Safer Communities



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

Eric H. Holder, Jr.
Attorney General

Karol V. Mason
Assistant Attorney General

Denise E. O'Donnell
Director, Bureau of Justice Assistance

Office of Justice Programs
Innovation • Partnerships • Safer Neighborhoods
www.ojp.gov

Bureau of Justice Assistance
www.bja.gov

NCJ 248684

The Office of Justice Programs (OJP), headed by Assistant Attorney General Karol V. Mason, provides federal leadership in developing the nation's capacity to prevent and control crime, administer justice, and assist victims. OJP has six components: the Bureau of Justice Assistance; the Bureau of Justice Statistics; the National Institute of Justice; the Office of Juvenile Justice and Delinquency Prevention; the Office for Victims of Crime; and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking. More information about OJP can be found at www.ojp.gov.

To the Speaker of the House of Representatives and the President Pro Tempore of the Senate:

Pursuant to the Omnibus Crime Control and Safe Streets Act of 1968, as amended by the Anti-Drug Abuse Act of 1988 (Public Law 100-690), in accordance with Section 522, I am pleased to transmit the Bureau of Justice Assistance Fiscal Year 2014 Annual Report to Congress.

This report also includes information pursuant to:

- Omnibus Crime Control and Safe Streets Act of 1968 (Public Law 90-351, Section 522(b) [42 U.S.C. 3766b(b)]), addressing grants made under the Edward Byrne Memorial Grant Program.
- Second Chance Act of 2007: Community Safety Through Recidivism Prevention (Public Law 110-199, Section 5 [42 U.S.C. 17503]).
- Violent Crime Control and Law Enforcement Act of 1994 (Public Law 103-322 [42 U.S.C. 3796ff et seq.]), addressing the Residential Substance Abuse Treatment for State Prisoners Formula Grant Program.

Respectfully submitted,



Denise E. O'Donnell
Director
Bureau of Justice Assistance
Month 2016

Message From the Director

The Bureau of Justice Assistance (BJA), a component of the U.S. Department of Justice's Office of Justice Programs, was created in 1984 to reduce violent crime, restore public safety in communities, and reform our nation's criminal justice system through the development and implementation of policy, services, and sound grant management. We are proud to be a national leader in providing funding, training, technical assistance, and other resources to state, local, and tribal jurisdictions seeking solutions to their unique public safety needs.

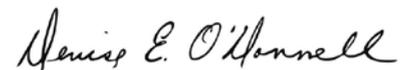
This is an exciting time for criminal justice reform. We know so much more now than ever before about what works in the criminal justice field. Because of improved data and action-based research, we have more opportunities to achieve true systems reform that results in lower crime and stronger communities. BJA is at the forefront of this movement, inspiring collaboration and innovation across the country, fostering program accountability, and investing in data-driven, evidence-based programs and practices that are saving taxpayers money while making neighborhoods safer.

The programs featured in this report highlight BJA's successes in fiscal year 2014, but they would not be possible without our longstanding and bipartisan partnerships throughout the field. Time and again, our state, local, and tribal partners have demonstrated a willingness to try new approaches and be held accountable through research and evaluation. Their contribution uniquely positions BJA to adapt innovations directly from the field and to disseminate best practices to every corner of the nation. Additionally, our partners join us in our dedication to increasing program effectiveness through data analysis, information sharing, and performance management.

As BJA's Director, I applaud the many achievements of the men and women who, with the support of BJA and collaborative efforts at the state and local levels, have made such a difference in their communities. It is an honor to participate in nationwide successes that enable our partners to build exciting, worthwhile projects tailored to their local needs and conditions.

Thank you for taking the time to review this annual report and for your commitment to making our nation's communities safer. I look forward to meeting tomorrow's challenges and sharing our success with the many partners that make it possible.

Sincerely,



Denise E. O'Donnell

Contents

Message From the Director	iii
Fiscal Year 2014 Overview	ix
Improving the Criminal Justice System	1
Edward Byrne Memorial Justice Assistance Grant Program	1
Justice Assistance Grant Performance Data	2
National Center for Campus Public Safety	3
State and Local Anti-Terrorism Training Program	4
Bureau of Justice Assistance Executive Session on Police Leadership	4
Fighting Crime the Smart Way: Smart Suite and Researcher-Practitioner Partnerships	7
Smart Policing	7
Smart Policing Initiative Performance Data	9
Smart Supervision	9
Smart Supervision Program Performance Data	10
Smart Prosecution	11
Smart Pretrial	11
Byrne Criminal Justice Innovation Program	11
Byrne Criminal Justice Innovation Program Performance Data	12
Encouraging Innovation	15
Encouraging Innovation: Field-Initiated Program	15

Reducing Violence in Our Neighborhoods	17
Violence Reduction Network	17
Project Safe Neighborhoods	17
Building Community Trust	19
Police Executive Research Forum Pilot	19
Resource Guide for Enhancing Community Relationships and Protecting Privacy and Constitutional Rights	19
Blue Courage	20
Supporting Our Public Safety Community: Officer Safety and Wellness	21
Public Safety Officers’ Benefits Program	21
Bulletproof Vest Partnership Program	21
Reducing Officer Injuries Project	22
Prevention of Violence Against the Police Project	23
Preventing Violence Against Law Enforcement and Ensuring Resilience and Survivability	23
Advanced Law Enforcement Rapid Response Training	24
Securing the Constitutional Right to Counsel	25
Answering Gideon’s Call	25
The Right to Counsel Technical Assistance Project	25
Gideon’s Promise—Building Gideon’s Army	25
Achieving the Constitutional Right to Counsel	25
National Association of Criminal Defense Lawyers	26
Pretrial Reform	26
Capital Case Litigation	26

Wrongful Conviction Review	26
Holistic Defense	26
Reducing Recidivism	29
Justice Reinvestment Initiative	29
Second Chance Act Programs and Recidivism Reduction Activities	30
Second Chance Act Performance Data	32
Drug Courts	33
Drug Court Performance Data.....	34
Community Courts	35
Problem-Solving Justice Training and Technical Assistance Initiative	35
Combating Substance Abuse/Mental Health Disorders	37
Justice and Mental Health Collaboration Program	37
Justice and Mental Health Collaboration Program Performance Data	38
Preventing Violence Against Incarcerated Individuals	39
Prison Rape Elimination Act	39
Prison Rape Elimination Act Performance Data	40
Sharing Justice Information	41
Global Justice Information Sharing Initiative	41
Harold Rogers Prescription Drug Monitoring Program	41
Harold Rogers Prescription Drug Monitoring Program Performance Data	42
Naloxone and Law Enforcement Toolkit	43
Corrections Information Sharing	44

Delivering Training and Technical Assistance	45
Bureau of Justice Assistance’s National Training and Technical Assistance Center	45
Supporting Tribal Justice	47
Bureau of Justice Assistance’s National Training and Technical Assistance Center	47
Coordinated Tribal Assistance Solicitation	47
Coordinated Tribal Assistance Solicitation Training and Technical Assistance: Red Hook Peacemaking Program	48
Coordinated Tribal Assistance Solicitation Training and Technical Assistance: Pascua Yaqui Strategic Planning Initiative	48
Coordinated Tribal Assistance Solicitation Performance Data.....	48
Tribal Healing to Wellness	49
Expansion of Joint Jurisdictional Court	49
Tribal Law and Order Act	50
Tribal Justice Plan: Long Term Plan to Build and Enhance Tribal Justice Systems	50
Tribal Law and Order Act–Tribal Action Plan Performance Data	51
Tribal Civil and Criminal Legal Assistance Program.....	51
Acronyms and Abbreviations	53

Fiscal Year 2014 Overview

The Bureau of Justice Assistance (BJA) strengthens the nation's criminal justice system and helps America's local, state, and tribal stakeholders reduce crime and violence and build stronger communities. BJA leverages grant funding, training and technical assistance, partnerships, and other resources to address chronic and emerging criminal justice challenges nationwide. Consistent with its public safety mission, BJA focuses resources on criminal justice reform in policing, pretrial, corrections, community corrections, adjudication, and reentry through policy development, technical assistance, and grant funding.

To accomplish its mission, BJA provides evidence-based and data-driven criminal justice policy; nurtures longstanding and productive partnerships within the field; and promotes accountability among partners. At the same time, BJA encourages local control of programs by focusing on innovation and testing of new strategies to meet the unique needs of individual communities.

The fiscal year (FY) 2014 Annual Report to Congress highlights key resources that BJA provided to our law enforcement, court, corrections, treatment, justice information sharing, and community-based partners. It demonstrates the many examples of how these resources helped to equip our

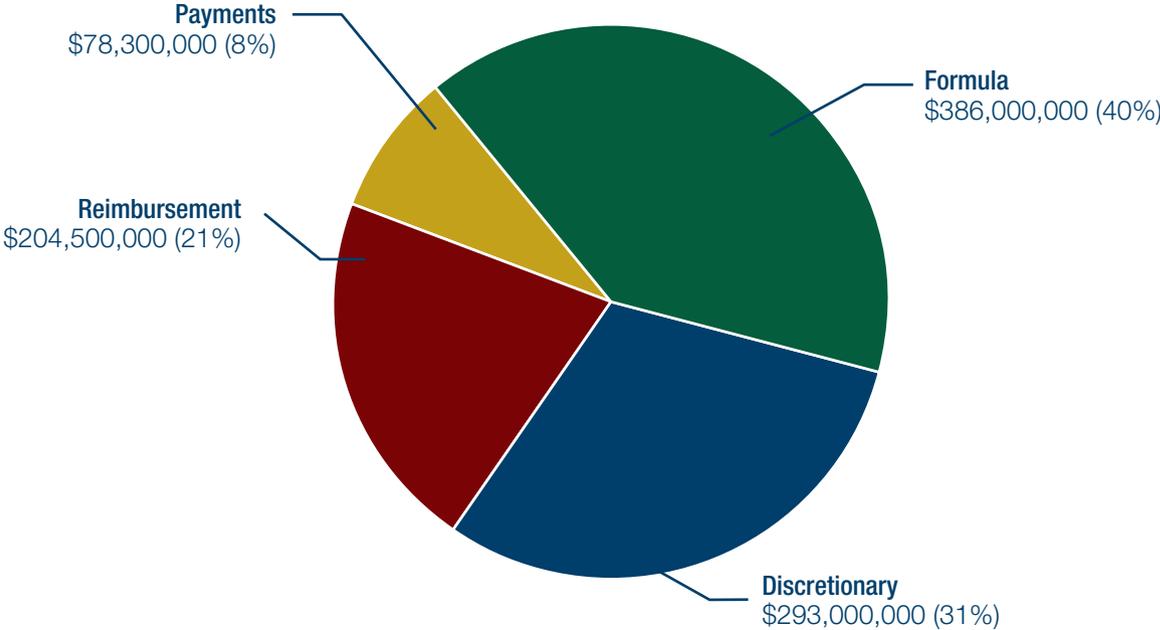
stakeholders to work with communities to build exciting, worthwhile projects tailored to their local needs and conditions.

Some of the most successful initiatives described in this report spring from good ideas that were generated in the field. These initiatives reflect the dedication, commitment, and successes of a nation of justice partners who believe that more can always be done to help reduce and prevent crime and enhance the criminal justice system. These activities also reflect the major strategic focus areas identified in BJA's Strategic Plan for FYs 2013–2016:

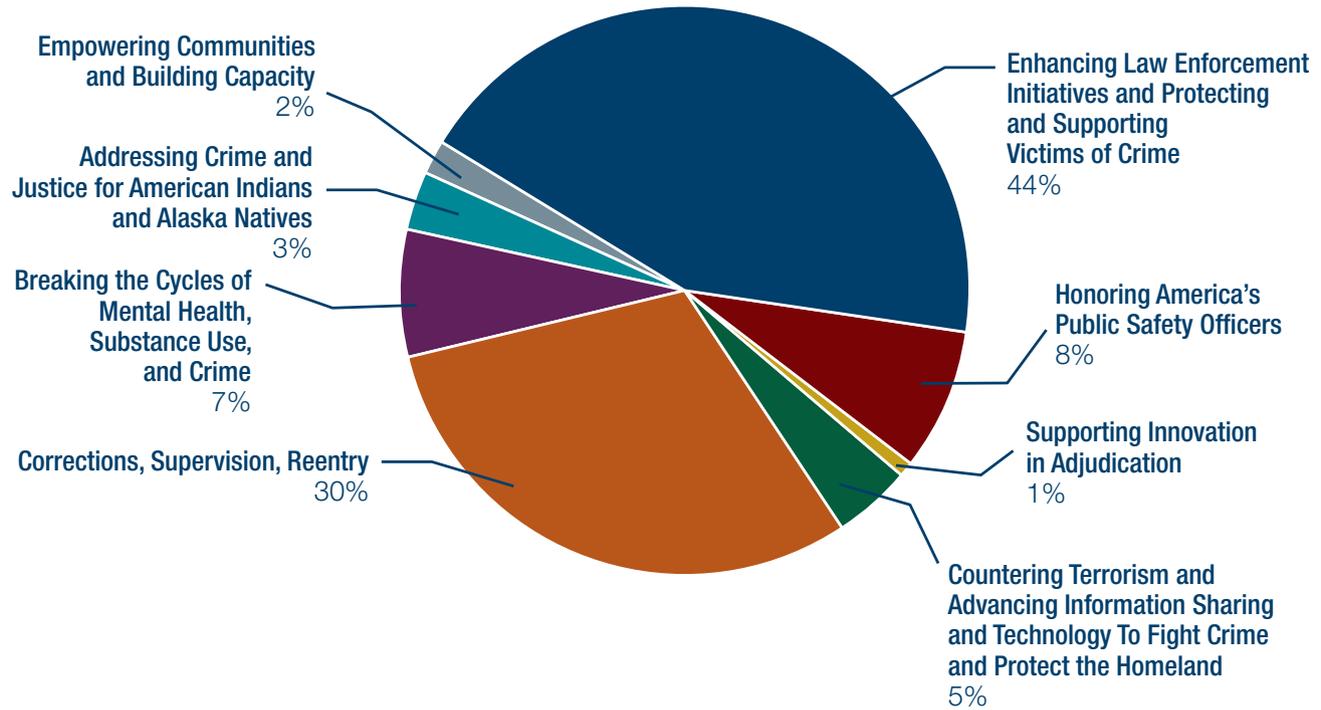
1. Reduction of violent crime, improvement of community safety, and support for public safety officers.
2. Reduction of recidivism and prevention of unnecessary confinement.
3. Integration of evidence-based, research-driven strategies into the day-to-day operations of BJA and the programs BJA administers and supports.
4. Increase in program effectiveness with a renewed emphasis on data analysis, information sharing, and performance management.

The charts below illustrate BJA's FY 2014 appropriations and how funding was distributed by program area. A complete listing of FY 2014 grant awards can be found online at www.bja.gov/AR.

FY 2014 APPROPRIATIONS FOR BJA-ADMINISTERED PROGRAMS



FY 2014 FUNDING BY BJA PROGRAM AREAS



Improving the Criminal Justice System

Bureau of Justice Assistance (BJA) programs help to prevent and reduce crime and improve safety in our nation's communities and campuses. These initiatives support the criminal justice system through direct funding and training and technical assistance (TTA) to criminal justice agencies, including law enforcement, prosecution and courts, and corrections.

Edward Byrne Memorial Justice Assistance Grant Program

The Edward Byrne Memorial Justice Assistance Grant (JAG) Program, the leading source of federal justice funding to state and local jurisdictions, provides states, tribes, and local governments with critical funding necessary to support a range of program areas, including law enforcement; prosecution, indigent defense, and the courts; prevention and education; corrections and community corrections; drug treatment and enforcement; planning, evaluation, and technology improvement; and crime victim and witness initiatives.

JAG awards are up to 4 years in length, and funds may be drawn down upfront rather than on a reimbursement basis, allowing recipients to earn interest on their awards and generate additional funding for successful initiatives and future projects. To ensure greater transparency on the use of JAG funds, grantees and subgrantees are required to report on quarterly accountability measures through BJA's Performance Measurement Tool.

In FY 2014, BJA made 1,091 local and 56 state awards totaling more than \$279 million, including approximately \$189.3 million to states and territories and \$90.5 million to local units of government. Overall, 4,724 JAG grantees and subgrantees representing 2,469 federal JAG awards were active in FY 2014.

Notable JAG-funded projects in FY 2014 include:

- The Tenth Judicial District Court of Nevada received funding to install a new case management and jury management system, which allows court-related agencies in Churchill County to share information, which improves the processing, tracking, and archiving of court documents and facilitates better jury management.

BJA Expands the JAG Showcase

BJA launched the BJA Success Stories web page (www.bja.gov/SuccessStoryList.aspx), which is an expansion of the popular JAG Showcase. The new site highlights JAG and other BJA-funded statewide, local, and subgrantee projects that are innovative or show

promise in reducing crime and improving communities. It serves as a valuable resource for those seeking information on BJA-funded projects that demonstrate innovation, crime reduction, evidence-based practices, and data-driven processes. Grantees are encouraged to submit their success stories to BJA.

- The Manatee County Drug Court (MCDC) Program in Florida provides substance treatment for adult nonviolent misdemeanor and felony justice-involved individuals. To date, the MCDC has enrolled 162 new participants and provided 7,693 outpatient service sessions, and 67 participants have successfully completed all program requirements.
- Broward County (Florida) received funding to support the Practical Academic and Cultural Education (PACE) Center. PACE provides gender-responsive crime prevention services to girls in the community, while the Day Program serves girls at risk for substance use, violence, and academic failure. To date, 93 individuals have enrolled in the program, 846 prevention and intervention counseling sessions have been administered, 92 prevention assessments have been performed, and 49 individuals have successfully completed the program.
- The Los Angeles Community Law Enforcement and Recovery (CLEAR) program uses coordinated resources to decrease gang violence and promote community recovery in high gang

crime areas. JAG funding supports personnel on a team consisting of law enforcement agencies, prosecutors, and correctional agencies. According to the most recent crime statistics, all gang-related crime is down 15 percent in the primary designated CLEAR areas and down 5.6 percent in the secondary/surrounding CLEAR areas. Similarly, there was an overall reduction in all Part I crime by 3.6 percent in primary and secondary areas combined.

Justice Assistance Grant Performance Data

As in previous years, JAG's Law Enforcement program area had the greatest funding allocation, with nearly 60 percent of active funding allocated for law enforcement purposes (see exhibit 1). After Law Enforcement, the top two program areas were Planning and Evaluation (more than 10 percent) and Prosecution, Courts, and Indigent Defense (more than 9 percent).

Much of the Law Enforcement funding went to equipment purchases (38.6 percent), with the most common purchases being computer hardware and software (22 percent), equipment

EXHIBIT 1. JAG FUNDING ALLOCATIONS BY ACTIVE GRANTEES, OCTOBER 2013–SEPTEMBER 2014

Program Area	Percent of Total Allocations
Law Enforcement	59.4
Planning and Evaluation	10.6
Prosecution, Courts, and Indigent Defense	9.4
Prevention and Education	7.4
Corrections and Community Corrections	6.3
Drug Treatment and Drug Courts	4.3
Crime Victim and Witness Protection	2.6

for police cruisers (8 percent), and on-person/in-car camera systems (7 percent). Law Enforcement funding also went toward implementing or sustaining more than 1,500 programs, including crime prevention programs (25 percent), community policing programs (23 percent), and other programs such as Rape Aggression Defense classes and Citizen's Police Academies.

JAG funds allocated for Planning and Evaluation were used to evaluate more than 300 justice programs and implement 439 evidence-based programs and practices. This includes evaluations of a foster-care youth program, public defender workloads, and Los Angeles' CLEAR program.

Funding for Prosecution, Courts, and Indigent Defense helped 12 unique public defenders' offices defend nearly 6,500 cases and provided funding for adult courts (32 percent), family courts (5 percent), reentry courts (3 percent), and many other specialty treatment courts (32 percent).

For more information and resources on BJA's JAG Program, visit www.bja.gov/ProgramDetails.aspx?Program_ID=59.

National Center for Campus Public Safety

Securing the safety of our nation's students is an urgent concern. Yet campus safety services often do not have the resources or training to fully respond to this need. They also tend to vary greatly in how they relate to and share information with local and state public safety agencies. BJA addresses these gaps in resources and procedures by working with organizations in the field such as the International Association of College Law Enforcement Administrators (IACLEA) as well as federal partners such as the Office of Community Oriented Policing Services (COPS Office) and the Federal Bureau of Investigation (FBI).

BJA established the National Center for Campus Public Safety (National Center) in 2013 with a \$2.3 million

competitive cooperative agreement with Margolis Healy and Associates. The National Center develops partnerships with key professional associations, advocacy and nonprofit organizations, and government programs to enhance and centralize information that benefits the campus safety community. It also promotes innovative practices specific to campus public safety and develops comprehensive responses, resources, and strategies that draw from contemporary practices and the latest innovations on campus safety and security. In addition, the National Center delivers TTA to campus security teams, student affairs professionals, and stakeholders and coordinates resources relevant to the safety of students and teachers.

FY 2014 accomplishments include:

- In June, the National Center Advisory Board held its first meeting and began shaping its national agenda and priorities. The Advisory Board consists of representatives from IACLEA, the International Association of Chiefs of Police (IACP), the International Association of Emergency Managers, the Clery Center for Security on Campus, and the VTV Family Outreach Foundation.
- In April, the White House Task Force to Protect Students from Sexual Assault released *Not Alone: The First Report of the White House Task Force to Protect Students From Sexual Assault*, which charged the National Center with developing a Trauma-Informed Sexual Assault Investigations and Adjudications training program for campus officials. The National Center worked with nationally recognized subject matter experts to develop this training curriculum. Completion and the first pilot are scheduled for early FY 2015.
- The National Center launched its official website (www.nccpsafety.org) on September 30, 2014, and in July 2014 launched the Weekly Snapshot, an e-bulletin that features timely campus safety resources and tips, including legislative updates and information about upcoming conferences and training opportunities.
- The National Center worked with IACP, IACLEA, and the University of Wisconsin–Madison to support a national summit entitled, “Practitioners’ Discussion of Implementing

Clery/Title IX.” In August, more than three dozen campus officials from across the country convened to consider how best to enhance compliance with Title IX, the Clery Act, and the Violence Against Women Act. A summary report of the meeting, *Report on the Summit: A White Paper*, is available on the National Center’s website.

- The National Center worked with the U.S. Department of Education to build and maintain a national directory of campus public safety executives, which will be available online in FY 2015.

State and Local Anti-Terrorism Training Program

BJA’s State and Local Anti-Terrorism Training (SLATT) Program provides law enforcement personnel with specialized training and resources to combat domestic terrorism and violent criminal extremism, covering topics such as international/domestic terrorism, violent criminal extremism, radicalization, and more. SLATT instructors have worked on many of the nation’s most notorious terrorism cases and have an in-depth understanding of terrorism, pre-event planning, and investigative procedures. Their expert knowledge gives state, local, and tribal law enforcement professionals the tools and skills that they can use in their daily duties to safeguard communities and do their jobs more safely.

Since its inception, SLATT has trained more than 140,900 law enforcement professionals in approximately 1,380 events. In FY 2014, the program trained 5,937 law enforcement professionals at 40 events. SLATT’s Train-the-Trainer workshop has trained 3,414 individuals, who in turn have provided training to 258,757 individuals. As a trusted training partner to United States Attorney’s Offices (USAOs), SLATT has delivered 297 terrorism prevention events that were hosted/cohosted by USAOs in 48 states or U.S. territories from 2010 to 2014.

FY 2014 accomplishments include the following:

- SLATT developed and pilot-tested two new instructional training blocks—*Protecting Soft Targets* and *Social Media and Terrorism*.

- Since January 2014, SLATT distributed more than 28,000 publications to requesting law enforcement agencies and workshop participants.
- SLATT developed several sovereign citizen-related materials for IACP, including a trifold for court personnel and an article in *Police Chief* magazine.
- SLATT continued its innovative Workshops on the Web via SLATT.org, which allows vetted workshop participants to access, download, and print workshop materials prior to attending a class. This has resulted in a substantial savings for BJA by reducing the costs to print and ship these materials to training events.
- SLATT achieved 17,532 registered users on www.slatt.org with an average of nearly 650 user sessions each week.
- In 2014, SLATT distributed 160,175 emails with its popular monthly bulletin. This bulletin was recently updated in look and feel and began using a new monitoring tool that offers improved reporting functionality.

To learn more about the SLATT Program, visit www.slatt.org.

Bureau of Justice Assistance Executive Session on Police Leadership

The BJA Executive Session on Police Leadership—hosted with St. Petersburg College (Florida)—has been a multiyear endeavor focused on the creation and development of leaders uniquely qualified to meet the challenges of 21st century policing. In an innovative approach, the project brought together an experienced team of police with municipal and academic leaders. These leaders in turn led initiatives that explored forces that would likely shape the public safety environment in the coming decades. Over time, the project engaged more than 75 current and future leaders from across the country in 16 collaborative initiatives. In keeping with BJA’s

interest in emerging leadership needs, these initiatives focused on critical and intensifying public safety areas, including trust and collaboration and police-prosecutor relations within the criminal justice system.

In today's post-Ferguson environment, the government, the public, and the police themselves are calling for heightened attention to leadership. With propitious timing, the Executive Session launched its multimedia website (www.bjaexecutivesessiononpoliceleadership.org) in the fall of 2014. The site, a resource for self and group development, has been very well received by executives and educators. Among other organizations, it is cited by both Major Cities Chiefs, an institutional partner of the project, and the Violence Reduction Network. During her testimony on leadership training before the Presidential Task Force on Policing in the 21st Century in February 2015, Columbus (Ohio) Police Chief Kim Jacobs identified BJA's Executive Session website as a model resource for the future.

The website features a wide range of collaboratively developed products and interactive learning tools. In the interest of 21st-century technology and training, products include video and audio and a mix of short and long written pieces. These products are framed by six core statements that provide an overview of the Executive Session's beliefs about the future.

Highlights of the site include:

- Work of Policing Video Series—eight videos featuring police leaders discussing today's issues, from the use of force to women in policing.
- Problem Solving and the Law—the police-prosecutor relationship from the police and the prosecutor points of view and a dialogue on the future of criminal justice.
- Trust and Collaboration Case Studies—the experience of five police departments in five cities as researched “on the ground” by Yale Law School's Innovation in Policing Clinic.
- In Their Own Words—short discussion pieces drawn from police chiefs' self-generated profiles of their own development paths.
- The Learner's Marketplace—an interactive tool that introduces a framework for learning and development in the 21st-century.

To learn more about the Executive Session on Police Leadership, visit <http://bjexecutivesessiononpoliceleadership.org>.

Fighting Crime the Smart Way: Smart Suite and Researcher–Practitioner Partnerships

BJA’s “Smart Suite” is a growing collection of criminal justice programs that encourage evidence-based, data-driven processes by requiring that grantees partner with a criminal justice researcher for the design, implementation, and evaluation of their program. Such partnerships accelerate the adoption of best practices by objectively identifying issues through data-driven research and crime analysis, developing strategic and tactical solutions to those issues, and devising evaluation plans to collect and analyze data that measure the impact of solutions. Such partnerships not only help to improve criminal justice systems; they also increase accountability and transparency.

BJA established the first Smart Suite Program in 2009 with the launch of the Smart Policing Initiative (SPI). In addition to SPI, the Smart Suite includes Smart Prosecution and the Byrne Criminal Justice Innovation (BCJI) Programs, and in FY 2014, BJA launched two new components: Smart Supervision and Smart Pretrial.

Smart Policing

SPI represents a strategic approach to introducing more science into police operations. Through the application of innovative analysis, technology, and evidence-based, data-driven practices, SPI sites strive to improve law enforcement performance and effectiveness while containing costs.

Key components of SPI sites include using diverse data sources when developing strategies, seeking community input on crime issues and solutions, and promoting organizational change. Additionally, as with all Smart Suite programs, grantees

are required to work with a research partner to implement and evaluate the outcomes of their strategies. In FY 2014, most research partners were affiliated with a university (85 percent), though three were private companies and one was a government association. In total, 27 SPI sites were active in FY 2014, representing awards from FY 2009 through FY 2013.

In FY 2014, SPI continued to produce successful outcomes in police agencies across the country:

- The Phoenix Police Department’s SPI produced valuable data regarding the effect of body-worn cameras on police officers’ interactions with the public. The department purchased, deployed, and evaluated the effectiveness of VieVue body-worn cameras in the Maryvale Precinct, which has historically seen elevated crime rates (particularly for violent crime) relative to other areas in the city. The analysis of camera use revealed:
 - Camera-wearing officers saw a 44.4 percent reduction in complaints compared to a 19.8 percent reduction among comparison officers.
 - Camera-wearing officers increased the mean number of arrests per day by 0.02 compared to 0.01 among comparison officers.
- The Kansas City, Missouri SPI supports the Kansas City No Violence Alliance (NoVA), a multiagency collaboration that aims to reduce homicides and violent and gun-related crimes using a focused-deterrence strategy. NoVA’s focused-deterrence strategy features swift-and-certain enforcement to discourage violence and enhance group-level accountability. It also identifies individuals who would benefit from social

services/support and provides pathways for avoiding criminal behavior and violent victimization. Preliminary data on the project's impact are promising. As of November 25, 2014, the homicide rate in Kansas City was 30 percent less, year-to-date, than reduction from 2013 and 2012 (a 30-year low). Aggravated assaults with firearms were also in decline. A more scientific and comprehensive examination of NoVA is underway by researchers at the University of Missouri-Kansas City, the project's research partner.

- **Shawnee, Kansas:** The Shawnee SPI conducted the first rigorous evaluation of the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) strategy, which integrates traffic and law enforcement data to establish methods for deploying law enforcement resources effectively and efficiently. The DDACTS evaluation revealed dramatic reductions compared to control target sites in the following areas: vehicle burglary (33 percent), vehicle theft (40 percent), robbery (70 percent), and collisions with injuries (24 percent). The overall crime in the targeted areas was reduced by 40 percent.

In FY 2014, BJA made the following SPI awards:

- **City of Toledo, Indiana.** The Toledo Police Department, in partnership with the University of Toledo, proposes to implement and evaluate a prolific justice-involved individual

surveillance and apprehension team approach to chronic violent justice-involved individuals, with the goal of stemming the dramatic increase in violent crime in Toledo.

- **City of Portland, Oregon.** The Portland Police Bureau, in partnership with Portland State University, proposes to test the effectiveness of High Visibility Intermittent Random Policing in high-crime areas within the city.
- **City of Miami, Florida.** The Miami Police Department (MPD), in collaboration with Florida International University, proposes to expand its current hot-spot crime mapping capability through the development, testing, and use of a predictive policing modeler. The project is expected to enable MPD to make more accurate force deployment decisions and improve crime clearance rates, specifically auto thefts and robberies.
- **Henderson Police Department, Nevada.** This project proposes to implement a Market Reduction Approach (MRA) to address the growing problem of e-fencing of stolen goods. MRA will develop and validate a data-mining tool for the identification of stolen goods sold via the Internet. The tool will be tested and validated by researchers affiliated with the University of Nevada-Las Vegas.

EXHIBIT 2. GRANTEE-REPORTED AREAS OF FOCUS: SPI PROGRAM, OCTOBER 2013–SEPTEMBER 2014

Focus	N	%	Focus	N	%
Neighborhood disorder and crime	8	29.6	Other violent crimes	4	14.8
Organizational change	7	25.9	Traffic safety	3	11.1
Overall crime reduction	6	22.2	Robbery	2	7.4
Burglary	5	18.5	Gang activity	2	7.4
Gun violence	4	14.8	Individual offenders	2	7.4
Domestic violence	4	14.8	Other	5	18.5

Smart Policing Initiative Performance Data

Prior-year SPI funding was used for a wide variety of initiatives aimed at addressing specific problems in local communities, with activities ranging from data analysis to law enforcement body-worn cameras. As seen in exhibit 2, nearly 30 percent of SPI grantees focused their program on reducing neighborhood disorder and crime, while nearly 26 percent focused on organizational change. Overall crime reduction was the focus of just over 22 percent of SPI programs.

One goal of SPI is turning these programs and the information gleaned from them into national models for lasting organizational change. During FY 2014, 30 percent of SPI grantees created or updated a policy or standard operating procedure addressing the use of evidence-based or data-driven practices. In addition, 63 percent of grantees attended training on evidence-based or data-driven practices. Training was supplemented with internal communication about the goals and results of the SPI program in nearly 60 percent of agencies.

Smart Policing Initiative Case Study

The Phoenix Police Department's body-worn camera program, deployed in 2012, aimed to increase police accountability and improve the effectiveness of the police in dealing with domestic violence calls. In FY 2014, the program's research partner, Arizona State University, initiated an in-depth analysis of multiple new data sources, including the use of body-worn camera metadata and complaint and accountability data from the Phoenix Police Department. Preliminary results show a reduction in citizen complaints, an increase in the percentage of complaints that were deemed unfounded, and an increase in the percent of guilty pleas and guilty verdicts for domestic cases after camera deployment.

For more information, please visit the SPI website at www.smartpolicinginitiative.com.

Smart Supervision

The Smart Supervision Program (SSP) entered its third year in FY 2014. The program provides resources to states, units of local government, and federally recognized Indian tribes to develop evidence-based probation and parole practices that effectively address the needs of formerly incarcerated individuals and reduce recidivism. As part of the program, probation and parole supervision departments partner with researchers to develop innovative strategies that address the needs of the supervised population, assess the effectiveness of the interventions, and ensure fidelity to evidence-based practices. Research partners are an integral part of the success of the SSP program.

In FY 2014, BJA made seven awards totaling more than \$4.5 million:

- **The Florida Department of Corrections** will implement a “smart reentry probation” pilot in Pinellas County. The grant will fund two senior probation officers to supervise high-risk justice-involved individuals using evidence-based strategies, including implementing a needs assessment tool and a new Alternative Sanctions Program.
- **Noble County Probation**, Indiana, will implement a “Risk and Evidence Based Supervision” pilot project to shift from compliance-based supervision to evidence-based practices throughout the criminal justice system (from sentencing to providing supervision).
- **The Alameda County Probation Department**, California, proposes to (1) validate an existing risk assessment tool, (2) implement needs assessment, (3) develop a tracking and analysis system to enable more systematic recidivism measurement, and (4) implement an approach known as Integrated Behavioral Intervention Strategies.
- **The Maine Department of Corrections** proposes to focus on fidelity as it rolls out the “Maine Integrated Risk Reduction Model,” which was developed in 2013. The project will fund “fidelity monitors” and assess the benefit of dedicating staff to this function.

- **The Maricopa County Adult Probation Department**, Arizona, proposes a “Smart Thinking” project, which will address challenges identified in its pilot program, called Thinking for a Change (T4C). Specifically, the project will demonstrate the pilot’s efficacy and address program retention, complicated intake processes for community providers, and funding.
- **The Washington State Department of Corrections** proposes to develop a staff training and Q&A framework to support the RNR+F Case Management Model (Risk-Needs-Responsivity plus fidelity). The project will also bring online a new, validated, fourth-generation Risk, Access and Needs Assessment (RANA), the “STRONG-R Offender Change System.”
- **The Georgia Department of Corrections** proposes an “Enhanced Supervision Project” in the state’s five largest urban areas to improve the delivery of supervision through a comprehensive training program that is integrated in the statewide Prisoner Reentry Initiative.

Smart Supervision Program Performance Data

In FY 2014, 14 SSP awards from both FY 2012 and FY 2013 were active. These awards funded innovative programs in agencies serving both small counties and statewide correctional systems. SSP grantees focused either on providing direct services to probationers/parolees (57 percent) or on

organizational change (43 percent) such as developing new policies and procedures.

The SSP program encourages grantees to convene a governance board to oversee the program and solicit the input of various partners such as court personnel, victim advocates, law enforcement personnel, and prosecutors. All but one of the SSP programs had an active governance board during FY 2014, and 84 agencies and organizations were represented on SSP governance boards. In FY 2014, 19 new partnerships were formed by SSP grantees, including partnerships with health/behavioral health providers (37 percent) and various service providers (21 percent) such as employment service providers.

SSP programs that provided direct services enrolled nearly 4,500 new participants in FY 2014, which is an average of 562 per grantee. Of these, 48 percent were determined to be high risk. Over FY 2014, the successful completion rate for all SSP programs was 62 percent, slightly less than the national average of 66 percent; this is partly due to a high percentage of relocations (9 percent compared to 1 percent nationally) that forced participants out of the program.

All but one grantee (93 percent) conducted some form of training, with 135 training events that trained more than 2,300 community supervision officers. Additionally, 356 service provider representatives were trained in the areas of case planning (45 percent), risk-needs assessment (23 percent), and interviewing skills (13 percent).

Smart Supervision Program Case Study

Smart Supervision funding enabled Contra Costa County, California, to further implement its Reentry Strategic Plan by establishing a jail-to-community reentry program. The county’s evidence-based supervision and cognitive-behavioral treatment program established a team to provide intensive case management and wraparound support

services pre- and post-release. Continued participation in monthly case coordination meetings has allowed for increased collaboration, identification of issues and team engagement in prompt resolution, and reduced response times to meet client needs.

Smart Prosecution

FY 2014 marked the inaugural year for the Smart Prosecution Program, the purpose of which is to develop a body of knowledge about data-driven strategies implemented by prosecutors. In FY 2014, four prosecutor agencies received funding totaling \$1,741,012. These new grantees will test data-driven approaches that address one or more of the following goals: (1) promoting fair, impartial, and expeditious pursuit of justice; (2) ensuring safer communities; and (3) promoting integrity in the prosecution profession and effective coordination in the criminal justice system.

The Cook County State's Attorney Office, Illinois, is expanding and evaluating its Misdemeanor Deferred Prosecution Enhancement Program, which seeks to reduce subsequent criminal behavior, reduce costs to the system, minimize the collateral consequences resulting from low-level nonviolent convictions, and share findings with the larger community.

The Harris County District Attorney's Office, Texas, in partnership with the County Court of Law, is establishing a Misdemeanor Prostitution Court that identifies and treats the needs of prostituted young adults, ages 17–25, who are at an increased risk of further sexual exploitation.

The Office of the Los Angeles City Attorney, California, is implementing INTERCEPT (Introducing New Tools based on Evidence and Risk-assessments to Confirm Eligibility for Prosecution Treatment). This program uses evidence-based risk assessments to evaluate prosecutorial diversion options for misdemeanor justice-involved individuals and implements restorative justice strategies in the form of community justice panels.

The San Francisco District Attorney's Office, California, is establishing a Crime Strategies and Intelligence Unit, which will gather appropriate and valid data, using statistical tools to identify chronic crime locations and offenders in San Francisco. In addition, the unit will work closely with neighborhood prosecution teams to identify cases for the Neighborhood Courts.

To assist the awardees in planning and implementing their Smart Prosecution initiatives, BJA selected the Association of Prosecuting Attorneys to serve as the program's national TTA provider.

Smart Pretrial

BJA launched the Smart Pretrial Demonstration Initiative in FY 2014, awarding three grants totaling more than \$560,000. The program will build upon analysis-driven, evidence-based pretrial justice efforts by encouraging local jurisdictions to effectively implement risk assessment and appropriate supervision or diversion strategies targeting pretrial outcomes. The goal of this initiative is to test the cost savings and public safety enhancements that can be achieved when jurisdictions move to a pretrial model that uses risk assessment to inform release/detain decisions and employs improved risk management strategies in supervision and diversion.

- **The City and County of Denver**, Colorado, Division of Community Corrections will build on its leading-edge pretrial services program, which uses evidence-based risk assessment tools and risk-based supervision practices.
- **Yakima County, Washington**, Pretrial Program will build on an existing analysis-driven, evidence-based law and justice system and address the next steps in its reform of the local Criminal Justice Process–Pretrial Justice.
- **The Delaware Center for Justice** will pursue Smart Pretrial principles as a statewide initiative, as Delaware's criminal justice system is a smaller unified system with three counties.

Byrne Criminal Justice Innovation Program

The Byrne Criminal Justice Innovation (BCJI) Program aims to reduce crime and improve community safety as part of a comprehensive strategy to advance neighborhood revitalization. BCJI focuses on neighborhoods that have faced persistent and significant crime over an extended period of time. Launched in 2012 as part of the White House Neighborhood Revitalization Initiative (NRI), BCJI helps local and tribal communities develop place-based, community-oriented strategies to change neighborhoods of distress into neighborhoods of opportunity. BCJI, NRI, and most recently the Promise Zones Initiative are part of a broad interagency effort to coordinate and align programs across federal agencies,

such as the Departments of Justice, Housing and Urban Development (i.e., the Choice Neighborhoods grant program), Education (i.e., the Promise Neighborhoods grant program), and Health and Human Services, among others.

BCJI sites establish a cross-sector management team, including residents, to target neighborhoods with violent and serious crime hot spots (i.e., small geographic areas of frequent, predictable crime that are the focus of specific BCJI activities) and employ data-driven, broad-based strategies to reduce crime and violence. As with other Smart Suite programs, research partners are an integral part of the success of the BCJI Program. Research partners conduct program progress assessment and provide data analysis and guidance.

The BCJI Program is divided into two parts: a planning phase for grantees to evaluate the crime problem and propose a solution, and an implementation phase where solutions are put into practice. Planning phase activity is geared toward data analysis, collaboration, and strategy development. Working with research partners and TTA providers, grantees in the planning phase analyze the crime drivers (or underlying factors that lead to crime) in their communities. Once identified, the crime drivers are used to tailor responses to the specific problems facing the BCJI sites. The cross-sector management teams guide program development with input from developmental, commercial, recreational, law enforcement, social, and other community partners.

BJA's national TTA coordinator, the Local Initiatives Support Corporation, supports all BCJI sites as they plan and implement their BCJI efforts. This TTA support focuses on four core BCJI program elements:

- Use of data and research to guide program strategy.
- Engagement of community members to help shape crime prevention and revitalization efforts.
- Tackling problems with a comprehensive set of approaches (prevention, intervention, enforcement) through a cross-sector partnership.
- Integration of crime control efforts with revitalization strategies.

In FY 2014, BJA, through BCJI, awarded more than \$7 million to 17 communities affected by persistent violent and serious crime. Since 2012, the program has supported 46 local sites. Cross-sector teams are using data- and community-driven strategies to address crime drivers in specific micro places in neighborhoods in each city.

BCJI Performance Data

In FY 2012 and FY 2013, 28 BCJI sites from 20 states received awards. At the start of FY 2014, 21 of the awards were in the planning phase and 7 were in the implementation phase, and by the end of FY 2014, 13 grantees were in the planning phase and 15 were in the implementation phase.

Byrne Criminal Justice Innovation Case Study

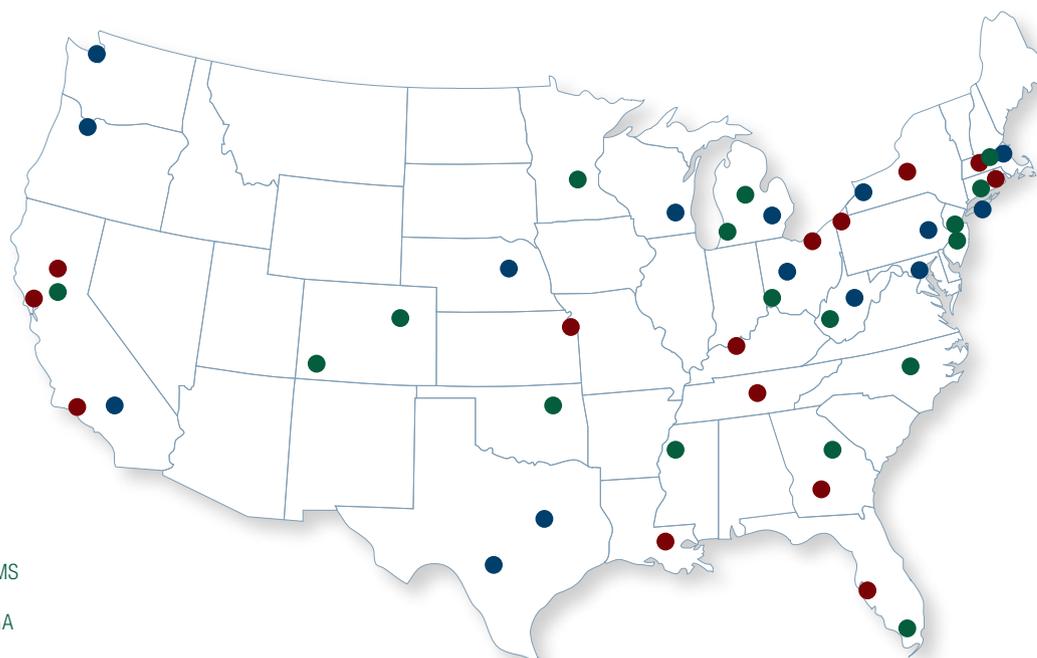
Washington Park, in Milwaukee, Wisconsin, has partnered with Habitat for Humanity to assist with its BCJI program. This partnership led to 15 new constructions and 6 home rehabilitations in 2014. This push for improved housing has been coupled with a strong community engagement program featuring block parties and monthly community

safety meetings. In addition, 122 problem properties were given violent crime interventions, leading to a reduction in shootings and other violent crimes at these properties.

To learn more about BCJI, visit www.bja.gov/ProgramDetails.aspx?Program_ID=70.

EXHIBIT 3. MAP OF BCJI AWARDS FROM FISCAL YEARS 2012, 2013, AND 2014

FY 2012 Sites	Seattle, WA
San Bernardino, CA	Omaha, NE
Portland, OR	Milwaukee, WI
Brooklyn, NY	Detroit, MI
Philadelphia, PA	Dayton, OH
Baltimore, MD	Buffalo, NY
Charleston, WV	Lowell, MA
San Antonio, TX	Austin, TX
FY 2013 Sites	Providence, RI
Corning, CA	Erie, PA
San Francisco, CA	Albany, GA
Los Angeles, CA	Tampa, FL
Kansas City, MO	Nashville, TN
Evansville, IN	Baton Rouge, LA
Cleveland, OH	
Syracuse, NY	
Springfield, MA	
FY 2014 Sites	Durham, NC
Denver, CO	Huntington, WV
New Haven, CT	Minneapolis, MN
Alameda County, CA	Tulsa, OK
Flint, MI	Coahoma County, MS
Worcester, MA	Phillipsburg, NJ
Miami-Dade County, FL	Rockdale County, GA
Highland County, OH	Newark, NJ
Battle Creek, MI	Towaoc, CO



Grantees in the implementation phase focused on building partnerships, sharing information, and assessing program progress. In FY 2014, 465 new partnerships were established by the 15 implementation phase grantees. The most common partnerships were among community members (37 percent), education and early childhood agencies (16 percent), and businesses (14 percent). Ninety-six information sharing systems were developed in FY 2014 for improving communication with community members (36 percent), the cross-sector management team (34 percent), and external stakeholders (30 percent).

Throughout FY 2014, all grantees had contact with their research partners, all of which conducted continual data analysis. This analysis helped local law enforcement identify 182 crime hot spots. The research partners communicated the results of their analysis to the BCJI team through 517 contacts, or an average of 3 contacts per month per grantee. This exchange of information led to grantees modifying their approach to crime problems 31 percent of the time.

Encouraging Innovation

BJA supports programs that demonstrate innovation in justice, address a demonstrated gap in areas within the justice system, and allow for replication nationwide. These field-generated innovative strategies may ultimately be added to the pool of criminal justice evidence-based strategies and promising practices.

Encouraging Innovation: Field-Initiated Program

BJA's Encouraging Innovation Field-Initiated (Field-Initiated) Program collaborates with the criminal justice field to identify, test, and implement innovative strategies that address chronic crime problems and systemic issues. Each of the data-supported strategies funded under this program seeks to address these issues by adopting new, evidence-based approaches that have not been implemented previously. The Field-Initiated Program also assesses these projects' potential for success on a national scale by establishing and collecting performance measurement data and documenting program impact.

While funds were not appropriated for BJA's Field-Initiated Program solicitation in FY 2014, awards were made to 11 state, local, and national organizations in FY 2013 totaling more than \$4 million. This includes four Category 1 awards—which propose to test a strategy at the state, local, or tribal level, document implementation, and develop tools to support national replication—and seven Category 2 awards—which have developed targeted and national or regional strategies designed to address a critical need or gap in the field.

Accomplishments from FY 2013-funded projects include:

- The Ohio Consortium of Crime Science (OCCS), a Category 1 statewide project, seeks to bridge the researcher–practitioner gap by offering a formal mechanism through which researchers can provide research, data analysis, and other technical support at no cost to local Ohio agencies. The OCCS—which consists of 38 criminology and criminal justice researchers from 12 colleges and universities—pairs researchers with practitioners to work side-by-side to address a specific issue. The information and lessons learned from these partnerships will be shared with policymakers, legislators, practitioners, and other key individuals.
- The District Attorney for New York County (DANY) Program, a Category 1 project focused on prosecution and adjudication, is conducting an evaluation and national replication of Arrest Alert. DANY's Arrest Alert is a computerized system that provides automatic email notifications to assistant district attorneys when any priority individuals are arrested within New York City and when a defendant currently under prosecution is arrested within the city's five counties. Notifying assistant district attorneys when priority individuals are arrested enables them to ensure that charging decisions, bail applications, and sentencing recommendations address the defendant's impact on criminal activity in communities. In certain instances, the alerts are shared with the New York City Police Department.

For more information on the BJA Field-Initiated Program, visit https://www.bja.gov/ProgramDetails.aspx?Program_ID=105.

Reducing Violence in Our Neighborhoods

BJA is dedicated to reducing violence in cities throughout the country. By supporting programs that address the causes of neighborhood violence and combining efforts of federal and local law enforcement with community leaders to find innovative ways to prevent or reduce violent crime, communities can be made safer for all.

Violence Reduction Network

The Violence Reduction Network (VRN), launched by then-Attorney General Eric Holder on September 29, 2014, is a comprehensive approach to violence reduction that leverages the array of existing resources at the U.S. Department of Justice (DOJ) to offer intensive training and targeted technical assistance to some of the country's most violent cities. The BJA-led VRN initiative, which complements DOJ's Smart on Crime Initiative, creates the opportunity for selected cities to engage directly with DOJ programmatic and law enforcement components and grantmaking agencies to develop a data-driven understanding of the factors underlying community violence and to promote and implement evidence-based strategies that result in reduced and sustained violence reduction. Cities will also have access to national and international practitioners and researchers with proven track records in developing, implementing, and evaluating strategies and tactics that reduce urban violence.

VRN is not a grant program; instead it is supported through the provision of existing TTA resources. VRN includes collaborative partnerships with several federal agencies, including the Office of Justice Programs (OJP); FBI; Bureau of Alcohol, Tobacco, Firearms and Explosives; U.S. Marshals Service; U.S. Drug

Enforcement Administration; Executive Office for U.S. Attorneys; Office on Violence Against Women; and COPS Office.

The five cities participating in VRN this first year are Camden, New Jersey, Chicago, Illinois, Detroit, Michigan, Oakland/Richmond, California, and Wilmington, Delaware. VRN will support these cities by leveraging lessons learned and existing government resources to deliver strategic, intensive TTA in an "all-hands" approach to reduce violence. BJA expects to add five additional VRN sites in FY 2015.

Project Safe Neighborhoods

Since May 2001, Project Safe Neighborhoods (PSN) has served as DOJ's primary initiative for reducing firearm crime and gang-related violence. PSN is designed to increase partnerships among federal, state, and local law enforcement agencies through the formation of local gun and gang crime enforcement task forces. Outreach partnerships are also established with local governments, social service providers, schools, and community groups to increase resources for prevention efforts and to enhance the legitimacy of law enforcement interventions. These law enforcement and outreach partnerships are an essential part of the strategic planning process that is necessary to tailor a model to a community's needs.

In FY 2012, BJA transitioned PSN from a formula-based program to a competitive-based program. Other recent changes to the program include the use of more effective evidence-based and data-driven strategies and the addition of mandatory research partners. In FY 2014, BJA awarded 19 PSN grants totaling more than \$7 million to local jurisdictions to reduce gun and gang violence.

In FY 2014, significant accomplishments include:

- At Lamar University in Beaumont, Texas, in collaboration with Michigan State University, the Eastern District of Texas U.S. Attorney's Office (USAO) and BJA, delivered the Research Partner Orientation Course (RPOC). RPOC is designed to present promising violent crime reduction strategies to new PSN award recipients and explain the role and responsibilities of the research partner along with the other task force members. The RPOC has been delivered 4 times to more than 200 law enforcement practitioners, prosecutors, researchers, and community personnel.
- The Metropolitan Enforcement Group of Southwestern Illinois (MEGSI) used a portion of its PSN grant to combat open-

air drug markets and violent crime in the St. Louis Metro East Area. A 3-month detail called Operation Wild East focused MEGSI efforts on purchasing drugs from street-level violent justice-involved individuals. Undercover agents video recorded purchases from 55 separate defendants, who accounted for 1,088 previous arrests in St. Clair County. Twenty-eight defendants have either pled guilty or been found guilty and sentenced to a total of 171 years in the Illinois Department of Corrections.

- The Seattle Police Department received training to develop a new data-driven program called SeaStat, which is based on the Compstat model from New York and Los Angeles. SeaStat has resulted in a 25 percent reduction in crime and improved use of resources.

Building Community Trust

Effective law enforcement requires trust and mutual respect between law enforcement agencies and the communities they serve. Building strong police-community relations requires a sustained effort over time, yet maintaining these relationships is exceedingly difficult, especially during and in the aftermath of a high-profile incident or civil unrest. Building and maintaining trust in the wake of such incidents requires planning, sustained effort, and a close examination of police practices, policies, and operations—from evaluating protocols and training to choosing the appropriate equipment and uniforms.

BJA supports work to help law enforcement in matters of community policing, building trust, diversity training, protecting privacy, safeguarding first amendment rights, ensuring procedural justice, preventing racial profiling, and related topics. Through this work, BJA helps agencies in their ongoing efforts to build stronger police-community relations and fulfill their dual role of preserving the peace and maintaining the public's trust.

Police Executive Research Forum Pilot

BJA and the Police Executive Research Forum (PERF) in partnership with the Minneapolis Police Department designed a project to build community trust and confidence using the concepts of procedural justice and legitimacy in the minority/immigrant community of Cedar-Riverside in Minneapolis. The Cedar-Riverside community is the largest community of East African—primarily Somali—immigrants in the United States. The Minneapolis Police Departments had sought for some time a means to improve community relations in the Cedar-Riverside

community, as there was historical fear of the police. Much of this fear was due to cultural barriers and customs; many residents are first-generation immigrants, and police in Somalia have a history of corruption and abuse.

To address the community's concerns about the role of the Minneapolis police, this pilot sought to demonstrate that the police department's crime prevention and enforcement efforts are strengthened when community relations are improved. The police actively worked to improve their relationship with the community by using every interaction as an opportunity to demonstrate civil, unbiased, fair, and respectful policing. Additionally, the project expanded its scope beyond law enforcement by including other partners of the justice system: the Minneapolis City Attorney's Office, Hennepin County Attorney's Office, and Hennepin County Department of Community Corrections and Rehabilitation (probation).

It is anticipated this project will contribute to the development of a model that other police departments can adopt to improve community trust and confidence through the principles of procedural justice.

Resource Guide for Enhancing Community Relationships and Protecting Privacy and Constitutional Rights

BJA and the COPS Office partnered to develop the *Resource Guide for Enhancing Community Relationships and Protecting Privacy and Constitutional Rights*. This comprehensive resource guide identifies publications, articles, webinars, podcasts,

training opportunities, and other tools to assist law enforcement agencies in their ongoing efforts to build stronger community-police relationships.

To access the *Resource Guide for Enhancing Community Relationships and Protecting Privacy and Constitutional Rights*, please visit www.bja.gov/Publications/CommRelGuide.pdf.

Blue Courage

Blue Courage: Serving and Protecting Those Who Protect and Serve is an educational process, sponsored by BJA, designed for all levels of law enforcement organizations. Blue Courage is designed as a method of infused education, teaching principles, and skills that go beyond the classroom environment to foster a culture of leadership, character, and service.

Law enforcement officers today are faced with many personal and professional challenges. These challenges center on cynicism, relationships, identity, health, judgment, integrity, leadership, stress management, and organizational culture. Few professions are more physically, mentally, and emotionally demanding than law enforcement. Healthy and balanced officers are better situated to engage in good policing, which contributes to healthy communities. Without healthy public safety officers, communities are left in environments of mistrust, indifference, disrespect, and violence.

Blue Courage focuses on both *training* to develop officer safety skills and *education* to enhance mindfulness, effectively manage stress, and minimize the confrontational aspect of

policing, with the goal of increasing respect and trust levels between police and the community. The modules and principles include police culture, nobility of policing, respect, resilience/hope, positive psychology, practical wisdom/deliberate practice, health and wellness, and ethical courage.

Significant accomplishments from FY 2014 include:

- The Carolinas Institute for Community Policing, based at the Greenville Technical College, worked with BJA and the Blue Courage team to provide training to the nation's state, local, and tribal law enforcement agencies. It conducted training for 28 different host agencies, held 39 Blue Courage classes, and trained 1,150 law enforcement officers.
- The International Association of Directors of Law Enforcement Standards and Training (IADLEST) worked with several police academies to infuse Blue Courage principles throughout their training curricula. BJA, the Blue Courage team, and IADLEST piloted this work with the Arizona Law Enforcement Academy. The inaugural class of 48 recruits received more than 700 classroom hours with Arizona's Blue Courage-trained instructors. The instructors stressed the importance of incorporating Blue Courage philosophies not only into policing practices, but also into all aspects of life.
- Other police academies undergoing similar work are finding similar success, including Washington State Criminal Justice Training Academy, Baltimore County (Maryland) Training Academy, and the New York Police Department Training Academy.

Blue Courage Classroom Feedback

"Your course is such important work and again I would like to thank you for taking on this important challenge of uplifting and 'rescuing' cops. This information is so critical to our profession but goes largely

unsaid. What you do is like dusting debris off a shield and putting it squarely back on a cop's chest. You remind us that we had an ideal and have a purpose."

To learn more about Blue Courage, visit www.bluecourage.com.

Supporting Our Public Safety Community: Officer Safety and Wellness

The safety of our nation's public safety officers is a top priority for BJA. Every line-of-duty death is tragic. Every line-of-duty injury is concerning. Each loss of a hero in law enforcement from death or injury results in longstanding ramifications for the family and the law enforcement agency survivors. Protecting our officers is imperative—it requires a holistic approach that prepares officers through tactical training and continues to promote and maintain officers' mental, emotional, and physical health.

Public Safety Officers' Benefits Program

The Public Safety Officers' Benefits (PSOB) Program provides vital death and education benefits to survivors of fallen law enforcement officers, firefighters, and other first responders, as well as disability benefits to officers catastrophically injured in the line of duty. PSOB is a unique effort of DOJ; local, state, tribal, and federal public safety organizations; and national organizations.

As of September 30, 2014, BJA's PSOB Office received 319 new death claims and 70 new disability claims. In FY 2014, a total of 217 death cases (from various fiscal years) were determined at the PSOB Office level; 22 death cases were determined at the Hearing Officer level; and 29 cases were determined at the BJA Director level. A total of 33 disability cases were determined at the PSOB Office level in FY 2014; 14 disability cases were determined at the Hearing Officer level, and 12 were determined at the BJA Director level. A total of 441 education claims were approved for funding to spouses and children to enable family members to pursue their dreams of higher education.

The PSOB Office continued to collaborate with the National Fallen Firefighters Foundation, Concerns of Police Survivors, and other PSOB public safety stakeholders to help increase awareness regarding PSOB's death, disability, and education programs; provide effective assistance when filing PSOB claims; and offer meaningful peer support and counseling services to survivors of America's fallen officers. Also in FY 2014, nearly 1,000 survivors and public safety officers participated in PSOB Program training, to provide them with a better understanding of the program and how to file claims in the future.

For information and resources on PSOB's death, disability, and education programs, visit www.psob.gov.

Bulletproof Vest Partnership Program

Bullet- and stab-resistant vests are instrumental to officer survival. As state and local jurisdictions across the United States continue to face budget constraints, BJA's Bulletproof Vest Partnership (BVP) Program helps to secure officer survival by providing funds to state, local, and tribal law enforcement agencies to purchase life-saving, bullet- and stab-resistant body armor for sworn law enforcement and corrections officers. The BVP Program funds up to 50 percent of the cost of protective vests that meet the current National Institute of Justice (NIJ) body armor standards. The BVP Program distributes funds on a reimbursement basis—after the protective vests are actually received by the officers and appropriate documentation submitted.

PSOB Quotes From Survivors

“My wife and I were talking last night about just how much of a difference your program has made in our lives. It’s made a lot of things easier and eased some of my concerns about providing for my family.”

“Thank you for the things you do to help families who have lost a loved one in the Line of Duty.”

“Thank you from the bottom of my broken heart for all your assistance.”

Significant FY 2014 BVP accomplishments include:

- BJA awarded just over \$18.6 million to 4,199 local and tribal jurisdictions.
- More than 92,000 vests were purchased and distributed to officers at an average cost to the BVP program of only \$311 per vest.
- Based on data collected and recorded by BJA staff in FY 2014, vests were directly attributable to saving the lives of at least 14 law enforcement and corrections officers.

To learn more about BJA's BVP Program, visit <http://ojp.gov/bvpbasi/home.html>.

Reducing Officer Injuries Project

BJA, with IACP, continued its Reducing Officer Injuries Project to better understand and raise awareness of the nature, frequency, and risks of line-of-duty injuries sustained by law enforcement officers. This project stresses the importance of tracking injuries at the departmental level and promoting injury prevention and mitigation strategies, policies, and protocol based on best practices.

Significant accomplishments in FY 2014 include:

- Released Reducing Officer Injuries Final Report: A Summary of Data Findings and Recommendations from a Multi-Agency Injury Tracking Study summarizing data findings and recommendations from a 1-year, multiagency injury-tracking study. The report, supplemental project documents, and injury-tracking tool used in the study are available to law enforcement in both hard copy and electronically.
- Outreach was made to all 18 agencies who participated in the study, and all but one were still tracking injuries as of FY 2014.
- Examined the role of physical fitness and nutrition in determining the likelihood of on-the-job injuries among officers. Collaborated with the FBI National Academy training division to develop an article for IACP's *Police Chief* magazine that outlined proper physical fitness regimens and techniques to best prevent injury. Also developed nutrition education resources for law enforcement: a nutrition pocket guide for line officers and a nutrition fact sheet for law enforcement executives. Both nutrition resources were announced and released at the 2014 IACP Conference.

For more information, visit <http://www.theiacp.org/ReducingOfficerInjuryProject>.

- Presented at a series of state association of chiefs of police meetings to discuss project findings and deliverables for this project, along with those for IACP's other BJA-funded officer safety and wellness initiative, Prevention of Violence Against the Police.

Prevention of Violence Against the Police Project

BJA worked with IACP on the Prevention of Violence Against the Police Project, which examines the multitude of violent threats that law enforcement officers regularly face, looking at potential environmental, cultural, and physical threats to officers both on and off duty. The goal is to identify potential problem areas and dangerous situations, encourage vigilant behavior, combat complacency, and promote overall professionalism among law enforcement officers all in an effort to decrease violence. BJA and IACP are developing resources, policies, and trainings that can encourage greater awareness among officers and leadership.

Significant accomplishments in FY 2014 include:

- Promoted BJA's BVP Program through a social media campaign to IACP membership to encourage law enforcement agencies to apply for BVP funding.
- Produced a poster for law enforcement agencies highlighting officer safety concerns and vulnerabilities. Copies were made available for dissemination at the 2014 IACP Conference.
- Presented at a series of state association of chiefs of police meetings to discuss project findings and deliverables for this project, along with those for IACP's other BJA-funded officer safety and wellness initiative, Reducing Officer Injuries. Project staff emphasized the importance of body armor and vest wear and promoted the mandatory vest wear resolution to promote officer safety.
- Highlighted statistics and promising practices via social media throughout the year.

Preventing Violence Against Law Enforcement and Ensuring Resilience and Survivability

The Preventing Violence Against Law Enforcement and Ensuring Officer Resilience and Survivability (VALOR) Program is a national officer safety TTA initiative that aims to improve the immediate and long-term health, wellness, and safety of law enforcement professionals through the continued development and delivery of knowledge and skill-based training. The program delivers current, dynamic classroom and web-based training, research, and resources to sworn state, local, and tribal law enforcement officers. Training provided as part of the VALOR Initiative emphasizes officer health and wellness and presents officers with strategies and skills that can be used to heighten situational awareness, prevent an assault, improve reaction times, and improve resiliency.

Training formats and resources offered through VALOR are designed to educate all levels of law enforcement on threats to their safety and equip them to implement practical skills and policies to address those threats.

With the Institute for Intergovernmental Research (IIR), BJA has developed online training modules to increase the number of officers who are exposed to VALOR resources. All of the online training modules are available without cost to all sworn law enforcement personnel who register for access to the secure portion of the VALOR web portal (www.valorforblue.org). To date, the online training modules have been viewed more than 1,300 times.

BJA delivered its first VALOR webinar, "Street Survival: Casualty Care," in March 2014. Approximately 332 participants viewed the live broadcast, including law enforcement officers from 35 states and Puerto Rico, and the webinar can also be viewed on the secure portion of the VALOR web portal.

Significant accomplishments in FY 2014 include:

- VALOR conducted 36 officer safety trainings, reaching 4,345 law enforcement officers.
- The VALOR web portal was redesigned to be more user-friendly.

- The VALOR curriculum was expanded to include health, wellness, and resiliency; ambush; and active shooter components.
- VALOR continued to expand the topics offered to law enforcement officers to improve officer safety. In FY 2014, health, wellness, and resilience skills training and an active shooter overview presentation were introduced.
- Cloud technology was implemented to electronically provide VALOR training attendees with copies of training materials, previously provided on CD. The elimination of the student resource CD has provided a savings on staff time previously dedicated to the development, production, and printing of the CD, as well as the manual entry of the CD into folders prepared for each attendee.
- A subaward agreement was established with the National Law Enforcement Officers Memorial Fund (NLEOMF) to continue to provide agency outreach and officer safety research. The NLEOMF collects and disseminates data on locally successful officer safety and wellness programs through the creation of the Destination Zero project.

Active Shooter Training

In FY 2014, IIR continued to work in partnership with Texas State University to administer the BJA-funded Advanced Law Enforcement Rapid Response Training (ALERRT) Center, which provides frontline law enforcement officers with advanced scenario-based training to safely and effectively respond to, address, and stop active shooters. ALERRT has trained more than 50,000 law enforcement professionals nationwide since the program was established in 2002.

In FY 2014, ALERRT conducted 66 ALERRT active shooter trainings, reaching 1,651 law enforcement officers. In addition, ALERRT began using an ALERRT database that was created in FY 2014. IIR developed an online database for pre-training and post-training information to be entered and maintained easily. IIR and ALERRT use this database to continually monitor progress toward the completion of this award's objectives and to produce status reports.

ALERRT training options available through VALOR include Active Shooter (Level I and II) courses, an Active Shooter Train-the-Trainer course, an Exterior Response to Active Shooter Events course, and a Civilian Response to Active Shooter Event Train-the-Trainer course.

Securing the Constitutional Right to Counsel

The right to counsel is guaranteed in the U.S. Constitution, but all too often economically disadvantaged defendants still are not represented or are underrepresented. Heavy caseloads, insufficient resources, and inadequate oversight make it difficult for many attorneys representing these clients to completely fulfill their legal and ethical obligations. To address this issue, BJA has instituted a number of projects, programs, and funding opportunities to support and assist state and local defense systems.

To learn more about BJA's adjudication reform efforts, visit <https://www.bja.gov/adjudication>.

Answering Gideon's Call

The U.S. Supreme Court's landmark *Gideon v. Wainwright* (1963) decision unanimously established that the Sixth Amendment of the U.S. Constitution requires that states appoint lawyers for indigent defendants accused of a crime that carries a potential loss of liberty. State governments and policymakers have since struggled with the funding, staffing, and training implications of this decision. BJA initiated the Answering Gideon's Call: National Assistance to Improve the Effectiveness of Right to Counsel Services (Gideon's Call) Program to meet this need and facilitate implementation of the American Bar Association's (ABA's) *Ten Principles of a Public Defense Delivery System* (Ten Principles).

The Right to Counsel Technical Assistance Project

With support from BJA, American University's Right to Counsel Technical Assistance Project provides TTA to state and local public defense providers and enhances their ability to implement the Ten Principles. In FY 2014, the project launched the Right to Counsel Technical Assistance website, an online resource that promotes field access to project resources for public defense practitioners, state and local policymakers, and others.

Gideon's Promise—Building Gideon's Army

The BJA-funded Gideon's Promise—Building Gideon's Army provides training and support to public defenders challenged with balancing the demands of processing large numbers of cases with the expense of maintaining the high level of advocacy necessary to ensure just outcomes. The program recently partnered with Maryland, representing the first opportunity to expand the Gideon's Promise model to a statewide system. It also started working with Measures for Justice to consider how to measure the effectiveness of the model. In FY 2014, Gideon's Promise launched the Law School Partnership Project, which partners with law schools and public defender offices to place and train recent graduates willing to join indigent defense reform efforts in jurisdictions with the greatest need. The project placed 16 recent graduates in 2014.

Achieving the Constitutional Right to Counsel

BJA works with the Sixth Amendment Center (6AC) to identify and implement a series of performance measures to assess and compare right-to-counsel efforts of the nation's criminal justice system. In FY 2014, 6AC worked with the Defender Initiative at Seattle University School of Law to improve the

quality of state-level public defense services consistent with the Ten Principles in three jurisdictions: Idaho, Mississippi and Utah. It also finalized a report on behalf of Delaware's Office of Conflicts Counsel, *The Crucible of Adversarial Testing*, which details ways in which indigent defense in Delaware does not adhere to the Ten Principles and makes recommendations to address these issues.

National Association of Criminal Defense Lawyers

BJA supports National Association of Criminal Defense Lawyers' (NACDL's) projects to increase access to training for indigent defense attorneys. In FY 2014, NACDL developed three training agendas that can be tailored to address specific local concern: "Clients, Not Cases: Skills for Outstanding Representation," which addresses essential client-centered representation tasks required in every case; "Taking the Fear out of Forensics," a 2-day forensic primer for defenders; and "Litigating Abuses of Power in the Criminal Justice System," which addresses topics such as Fourth Amendment and Brady/Discovery violations, coercive police tactics, and implicit racial bias.

Pretrial Reform

With BJA funding, NACDL's Pretrial Release Advocacy Project works to reduce unnecessary pretrial confinement through effective defense representation. NACDL, in partnership with ABA's Standing Committee on Legal Aid and Indigent Defendants, chose two states (Colorado and Wisconsin) to pilot pretrial risk assessment tools to help judges determine which clients should be released from custody while awaiting trial. NACDL's work in these jurisdictions will include drafting comprehensive pretrial release manuals with the full range of bail advocacy issues and law, practice guidance, and sample pleadings. NACDL will then coordinate and conduct field trainings, webinars, and online support.

Capital Case Litigation

BJA's Capital Case Litigation Initiative seeks to reduce and prevent wrongful conviction and costly litigation by improving

the quality of representation and the reliability of verdicts in state and local capital cases. With support from BJA, NACDL provides and supports training to capital defense teams (including state and local prosecutors, defense counsel, and trial judges) based on the "bring-your-own-case" training model.

Activities include field training, web-based training programs, online resources, and followup with technical assistance for training participants. In FY 2014, the initiative conducted a regional training program to 28 participants representing 3 states; conducted 5 free web-based training programs for participants of regional and statewide training programs, which were viewed live at 705 locations and are available online; and provided ongoing technical assistance to the 97 participants of these programs.

Wrongful Conviction Review

BJA's Wrongful Conviction Review Program funds public and nonprofit entities that work to exonerate people who have been wrongfully convicted. As BJA's national TTA provider for this program, NACDL supports BJA grantees and other innocence projects/defender offices on issues related to post-conviction claims of innocence. In FY 2014, NACDL completed an in-depth assessment of BJA's FY 2010 Wrongful Conviction Review Program grantees, examining the impact that funds had on improving representation and increasing efficiency in post-conviction innocence claims. The resulting report, *Innocence Invigorated*, noted that the grant funding led directly or indirectly to the exoneration of 26 innocent people who were wrongfully convicted. In addition, more than 20 actual perpetrators were identified.

Holistic Defense

Building on its past support, BJA funded the Center for Holistic Defense, a project of The Bronx Defenders that seeks to broaden the scope and mission of public defense offices beyond legal representation in criminal court, while also working to stabilize the lives of indigent criminal defendants

by addressing the circumstances that may drive them into the criminal justice system. The Center is national in scope, serving as a TTA resource center for public defender offices, individual advocates, policymakers, and others who seek to adopt a more holistic approach to public defense representation.

In FY 2014, the Center provided 12 months of in-depth TTA to six competitively selected public defense offices: the Alameda County Public Defender in Oakland, California; the Shelby

County Public Defender in Memphis, Tennessee; the Public Defender for the City of Atlanta, Georgia; the Santa Clara County Public Defender in San Jose, California; the Arch City Defenders in St. Louis, Missouri; and the Jefferson County Public Defender in Birmingham, Alabama. For more information about the center and to view a detailed report on the 2014 Holistic Defense Symposium, visit www.bronxdefenders.org.

Reducing Recidivism

Successfully preparing and supervising persons as they return to their communities is critical to the health of our criminal justice system. Effective reentry programs that provide a broad range of services while ensuring accountability help to reduce crime, diminish correctional costs, and secure public safety. BJA supports numerous reentry initiatives that focus on partnering with correctional, law enforcement, and social service agencies, as well as faith-based and community organizations. In addition, BJA supports programs that work to reduce recidivism, promote coordinated efforts among reentry stakeholders, reduce corrections and related criminal justice spending, and promote information sharing.

Justice Reinvestment Initiative

BJA launched the Justice Reinvestment Initiative (JRI) to help states and counties devise and implement cost-effective, evidence-based policies projected to reduce unnecessary incarceration and corrections spending, and reinvest savings into proven, high-performing criminal justice programs that contribute to increased public safety. JRI also promotes enhanced accountability, systemwide collaboration, and an increased interest in justice system reform. Through JRI, which is a public/private partnership with the Pew Charitable Trusts, BJA has provided both financial support and technical assistance to 24 states and 17 localities. While some of these sites have concluded their justice reinvestment efforts, BJA and Pew are currently funding work in 17 states and 16 local jurisdictions through a collaboration with the Council of State Governments Justice Center, the Vera Institute of Justice, and the Crime and Justice Institute.

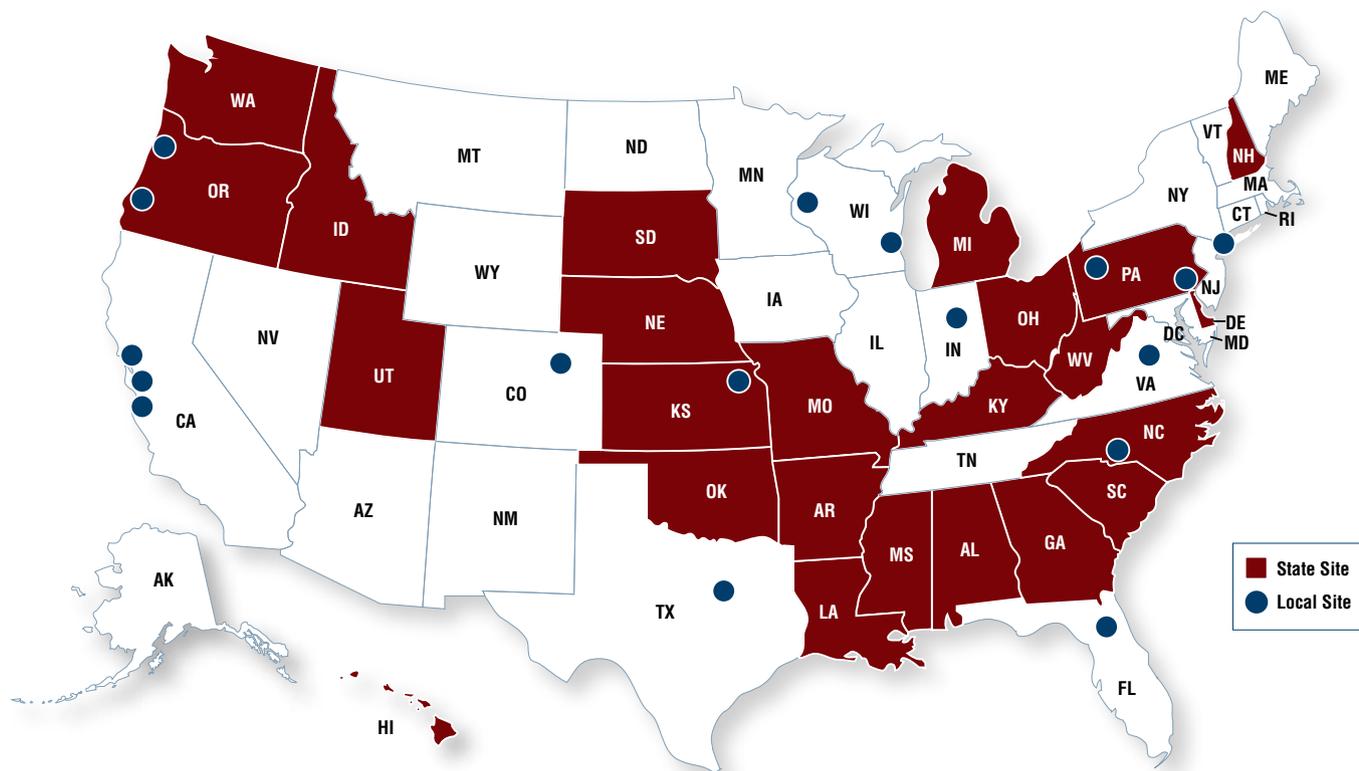
JRI supports BJA's 2013–2016 Strategic Plan by encouraging jurisdictions to integrate evidence-based practices and data-driven decisionmaking into their justice system operations. Strategies adopted include risk and needs assessments, accountability measures, earned-time credits, community-based treatment, expanded diversions or alternatives to incarceration, intermediate and graduated sanctions, sentencing changes, increased reentry services and treatment, problem-solving courts, streamlined parole processes, and expanded parole eligibility. Additionally, because JRI relies on state-specific data analysis and policy development, the program embodies BJA's mission to promote the use of data, research, and information to increase the effectiveness of criminal justice programs.

In FY 2014, the Urban Institute published BJA-funded assessments of state and local JRI activities. According to the Urban Institute's 2014 *JRI State Assessment Report*, for example, states expect prison populations to either decrease (by 0.6 to 19 percentage points) or grow more slowly (by 6 to 21 percentage points). Projected savings vary across states and time periods, ranging from \$7.7 million (over 5 years) to \$875 million (over 11 years).

In FY 2014, the following accomplishments were achieved through JRI:

- Four additional states launched justice reinvestment efforts: Alabama, Nebraska, Utah, and Washington.
- Two states passed comprehensive legislative packages to reduce imprisonment while improving public safety: Idaho and Mississippi.
- BJA unveiled a revamped website (www.bja.gov/jri), which hosts up-to-date news items; provides a site list, map, and detailed

EXHIBIT 4. STATE AND LOCAL JRI JURISDICTIONS AS OF END OF FY 2014



Case Studies: North Carolina and Georgia

Looking closely at a specific state example, in the three years since North Carolina passed its Justice Reinvestment Act in 2011, the prison population has decreased by almost 3,400 people. North Carolina has closed 10 prisons and used some of the savings to add 175 probation and parole officers and invest in intervention and treatment programs. Now a substantially greater number of people with felony convictions are exiting prison to supervision—rather than straight to the street—and the number of probationers revoked to prison has fallen by half since the law was passed. At the same time, North Carolina has experienced an 11 percent drop in the crime rate.

Similarly, Georgia passed legislation in 2011, and by the end of FY 2014, instead of growing 8 percent as projected, Georgia's prison population is now down by 8 percent. The state has saved more than \$20 million alone in direct payments to the counties for holding state prisoners in local jails. Overall, prison admissions have decreased, helping to reduce racial disparity—while prison commitments of white males dropped 1.5 percent, commitments of black males dropped 19 percent from 2009 to 2013.

To learn more about JRI, visit www.bja.gov/jri.

information on each state site; provides resources developed through JRI activities; communicates success stories to the field; and includes frequently asked questions

- With continued support of implementation efforts through technical assistance, as in North Carolina and Georgia, BJA can help other states that have passed legislation more recently to achieve similar successes.

Exhibit 4 indicates the state and local jurisdictions that participated in JRI as of the end of FY 2014.

Second Chance Act and Recidivism Reduction Programs

The Second Chance Act of 2007 (SCA) provides a comprehensive response to the increasing number of incarcerated adults and juveniles who are released from prison, jail, and juvenile residential facilities. Administered by OJP through BJA, the Office of Juvenile Justice and Delinquency Prevention (OJJDP), and the National Institute of Justice (NIJ) SCA programs (www.bja.gov/ProgramDetails.aspx?Program_ID=90) provide funding to eligible states, units of local governments, federally recognized tribes, and nonprofit organizations. These funding resources help to promote public safety and ensure the successful transition of adult and juvenile individuals to their communities.

From FY 2009 through FY 2013, DOJ supported reentry efforts in 49 states, awarding more than 600 SCA grants totaling more than \$300 million. These awards support a variety of evidence-based activities that include adult justice-involved individuals with co-occurring substance use and mental health disorders; family-based substance use treatment; adult and juvenile demonstration (planning and implementation) projects; state, local, and tribal reentry courts; adult mentoring programs; technology careers training projects for incarcerated adults and juveniles; and the evaluation of adult and juvenile reentry demonstration projects.

In FY 2014, BJA made 52 awards (new competitive and supplemental awards) totaling more than \$37 million that will

provide further reentry services and resource dissemination to the field. These awards included the following:

- New competitive site-based awards under the following SCA programs: Adult Demonstration; Career Technology Training for Adults and Juveniles; Adult Mentoring and Transitional; Adult Co-Occurring Disorders; Adult Comprehensive Mentoring; and Statewide Recidivism Reduction Programs.
- One supplemental continuation award for a project participating in NIJ's evaluation of the SCA Reentry Court Program.
- Continued support for the Council of State Governments (CSG) Justice Center's National Reentry Resource Center (NRRC).

In addition to these awards, significant SCA accomplishments from FY 2014 include:

- In March, BJA and the NRRC convened 13 state teams that received FY 2013 Statewide Recidivism Reduction (SRR) planning grants. These state teams, comprising the state corrections director, a representative from the governor's office, and a project manager, learned about evidence-based practices for reducing recidivism and developed concrete strategies for their SRR plans. The event, hosted in partnership with the National Governors Association and Association of State Correctional Administrators, provided an opportunity for governors' staff to engage in states' SRR planning efforts.
- The Fourth Annual Second Chance Act Conference was held in May. Approximately 700 attendees representing a variety of practitioners in the criminal justice field met to share experiences and strategies for improving reentry outcomes. This year, the SCA Conference coincided with the orientation and conference for Justice and Mental Health Collaboration Program grantees, who were invited to stay for the SCA Conference, which broadened the event's reach.
- In June, a half-day summit, Pathways to Prosperity: How Public and Private Sectors Can Put People with Criminal Records to Work, was held at the White House. Moderated by U.S. Secretary of Labor Thomas E. Perez, this event assembled

business leaders and policymakers to discuss government efforts to improve employment outcomes for people with criminal records. Panelists highlighted corporate willingness to hire those with prior convictions and the public sector’s desire to eliminate obstacles to employment. More than 1,650 corrections, reentry, and labor professionals across 41 states participated virtually in the event, which was organized by the CSG Justice Center, NRRC, and White House Domestic Policy Council.

- In June, the CSG Justice Center released a report, *Reducing Recidivism: States Deliver Results*. Drawing on data through 2013, this report highlights the success of eight states at reducing statewide recidivism: Colorado, Connecticut, Georgia, North Carolina, Pennsylvania, Rhode Island, South Carolina, and Wisconsin.
- In August, renowned researchers, scientists, and experts in the field of offender risk instruments convened for a 2-day meeting in Washington, D.C., to discuss Common Language for Risk Assessments. Hosted by the NRRC, the event highlighted the field’s need for a common, consistent language for risk assessment measures. This was the first in a series of meetings to be hosted by the CSG Justice Center that will focus on establishing theoretically sound common risk/needs thresholds across risk scales, and connecting the categories to quantitative indicators.

To learn more about BJA’s SCA activities, visit www.bja.gov/ProgramDetails.aspx?Program_ID=90.

Second Chance Act Performance Data

The three SCA programs with the most individuals participating—Co-Occurring Substance Abuse and Mental Health Disorders, Adult Offender Reentry Demonstration, and Adult Mentoring—made up 86 percent of the 14,722 participants in all SCA programs as of the July–September 2014 quarter.

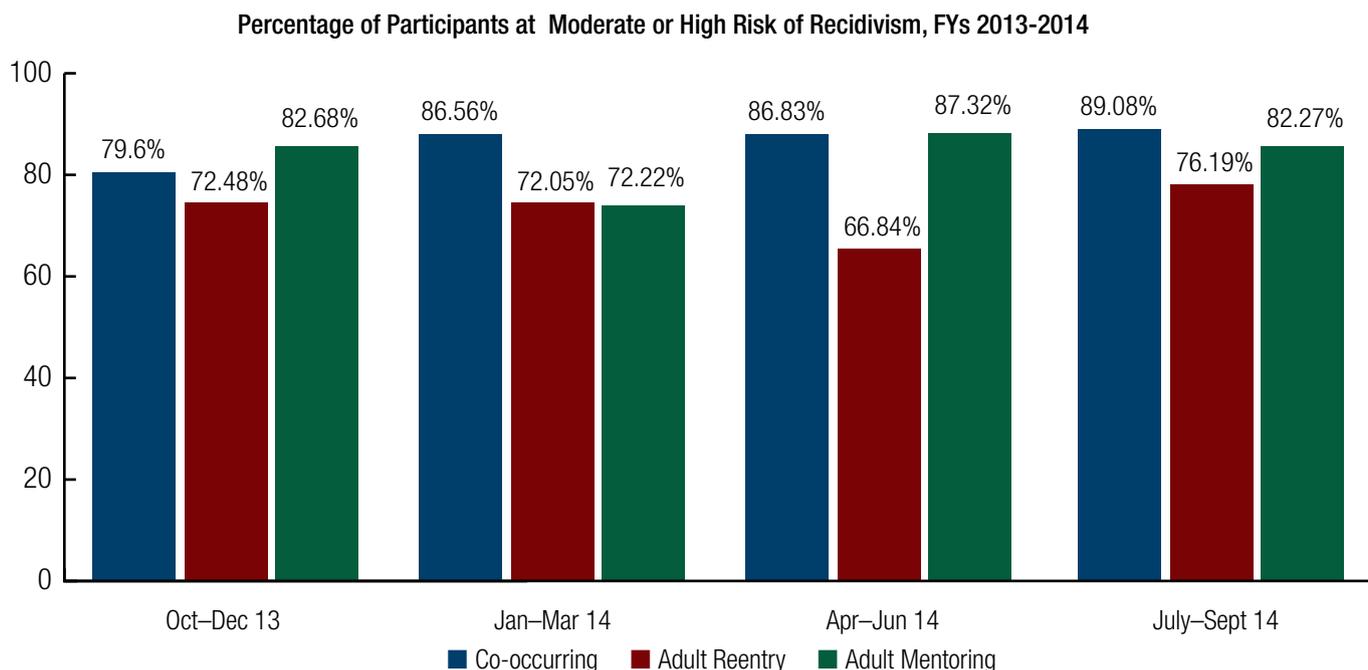
Exhibit 5 illustrates a key success of these SCA programs in FY 2014: high graduation rates. These high completion rates suggest that SCA programs are effective in reducing recidivism, as a high percentage of participants who completed programs have been found less likely to be rearrested in the 12 months following completion.

These three SCA programs also successfully targeted and served moderate- to high-risk individuals, which is significant as this population has a very high rate of recidivism. Focusing on these populations decreases the chances of reoffense. Exhibit 6 summarizes the percentage of risk factors represented in each of the three programs over the course of FY 2014.

EXHIBIT 5. SECOND CHANCE ACT GRADUATION RATE: FY 2014

Second Chance Act Program	% Participants Prerelease	% Participants Postrelease
Co-Occurring Substance Abuse and Mental Health Disorders	71	48
Adult Mentoring	81	59
Adult Offender Reentry Demonstration	62	50

EXHIBIT 6. PERCENTAGE OF RISK: ADULTS WITH CO-OCCURRING DISORDERS, ADULT REENTRY, AND ADULT MENTORING PROGRAMS



Drug Courts

Drug courts contribute to reduced recidivism and substance use and increased likelihood of successful rehabilitation by integrating judicially supervised treatment, mandatory drug testing, community supervision, appropriate sanctions, and other habilitation services. BJA's Drug Court Discretionary Grant Program awards financial and technical assistance to state, local, and tribal governments and courts seeking to establish and enhance drug courts. In FY 2014, BJA made 45 state and local drug court and TTA awards totaling more than \$14.5 million.

Significant accomplishments from BJA TTA providers in FY 2014 include:

- The Center for Court Innovation's Statewide Drug Court Training and Technical Assistance Program expanded its National Drug Court Online Learning System by adding training content regarding Veterans Treatment Courts (VTCs) in partnership with the U.S. Department of Veterans Affairs.
- The National Drug Court Institute (NDCI) trained more than 400 professionals from 37 jurisdictions planning VTCs. NDCI also released a webinar entitled "Post-Traumatic Stress Disorder and What It Means for Our Participants" to explain effective treatment of veterans with the disorder.
- The National Drug Court Institute (NDCI) released *Engaging with the Affordable Care Act: Implications and Recommendations for Adult Drug Court Professionals*, a practitioner-oriented bulletin

that outlines key Affordable Care Act provisions and provides guidance to state administrators and drug court team members.

- NDCI piloted the Habilitation, Empowerment & Accountability Therapy (HEAT) Project. HEAT is a holistic, Afrocentric treatment model that addresses a full range of personal and environmental factors that influence an individual's behavior. NDCI expects this pilot will increase the evidence base for this promising approach.
- American University produced *Technical Assistance Guide to Drug Court Treatment Service*, a primer for drug court judges on the key elements of evidence-based practices in the treatment services.
- The Center for Court Innovation, in partnership with American University, the National Association of Drug Court Professionals, and the Tribal Law and Policy Institute, launched an initiative to explore innovative uses of communications technology to enhance drug court operations.

Drug Court Performance Data

The Adult Drug Court Discretionary Grant Program funds three types of activities: statewide, enhancement, and implementation. Statewide grants are awarded to improve, enhance, or expand statewide drug court services. Enhancement grants are awarded

to existing adult drug courts to upgrade and enhance their existing operation. Implementation grants are awarded to jurisdictions planning to establish a new drug court in their community. Grantees may propose to use funding in a variety of areas: court operations and services; justice-involved individual supervision, management, and services; and provision and coordination of recovery support services, including education, job training and placement, housing placement assistance, primary and mental health care, and childcare and other supportive services. Drug courts operated in a variety of localities: urban (47 percent), suburban (22 percent), and rural (28 percent).

In FY 2014, 211 drug court awards from FY 2009 to 2013 were active. The graduation rate of BJA's grantees was 51 percent, with 4,591 participants graduating. Additionally, grantees reported that a low rate of drug court participants reoffended while in the program; 13,317 drug court participants reoffended, representing only 6 percent of the total. (BJA's target was 10 percent.) This is especially significant since BJA encourages drug courts to accept high-risk/high-need participants, who have a higher risk of recidivism; more than 5,987 (74 percent) of drug court participants were high risk/high need. Serving such a high number of high-risk/high-need individuals will continue to benefit the community by increasing safety, reducing recidivism, and saving taxpayers' money.

Drug Court Case Studies

DeKalb County Drug Court (DCDC), Georgia: "The DCDC recently formed a partnership with Big Brothers Big Sisters of America in an effort to establish a mentorship program for the children of our participants. This development follows a number of initiatives to provide family-focused services to our participants with the understanding that the children of our participants are at-risk youth."

The Piedmont Judicial Circuit Court, Georgia: "Our Drug Court Programs are considered a major success by all our local County Commissioners

and heavily supported by our State officials. Our Governor was just recognized at the National Drug Court Conference in Los Angeles for the top State for Drug Court programs."

Forrest County, Mississippi: "The ability to send our participants to inpatient treatment has given them a better foundation for sobriety/clean time, and in turn they tend to stay clean and sober and not commit other crimes. Also, in inpatient treatment, individuals live together for at LEAST 30 days... giving them a sober community."

Community Courts

Problem-Solving Justice Training and Technical Assistance Initiative

Under BJA's Problem-Solving Justice Training and Technical Assistance Initiative, the Center for Court Innovation supports judges, court administrators, prosecutors, defense attorneys, and other innovators around the country seeking to implement community-based problem-solving court reforms that aim to reduce recidivism, decrease the use of jail time, and link justice-involved individuals to treatment and other services, while increasing the legitimacy of the justice system. The Center's TTA services include site visits, one-on-one assistance, workshops and other training, and research and analysis.

The Center's significant accomplishments in FY 2014 include:

- **The Community Justice 2014 International Summit held in San Francisco, California.** Held in April, the summit hosted approximately 300 justice practitioners and academics from 75 U.S. jurisdictions and 10 countries. It included 20 sessions on "how to" topics such as understanding problematic drug use, medication-assisted treatment, reducing incarceration, integrating evidence-based practices, planning court-based

community justice initiatives, and engaging community stakeholders. Podcasts, interviews, videos, and other practitioner resources can be found on the summit website.

- **Four new mentor courts were selected in September.** These sites will serve as national models of community court excellence. The competitively chosen mentor courts are the Hartford Community Court, Connecticut; Orange County Community Court, California; San Francisco Community Justice Center, California; and South Dallas Community Court, Texas.
- **About 20 jurisdictions across the United States received hands-on technical assistance.** The Center provided community court planning assistance in Eugene, Oregon; launched community courts in North Las Vegas and Reno, Nevada and Fulton County, Georgia; and facilitated countywide problem-solving court coordination in El Paso County, Colorado, and New Castle County, Delaware.
- **Three new publications were issued:** *Evidence-Based Strategies for Working with Offenders*; *How Community Advisory Boards Can Assist the Work of the Justice System*; and *Beyond a Single Neighborhood: Community Justice in Washington, D.C., Newark, N.J., and Milliken, Colo.*

Community Court Case Study: San Francisco

In October 2014, the San Francisco Community Justice Center was the subject of a comprehensive evaluation by the RAND Corporation. The evaluation found that the probability of rearrest for those originally arrested for an eligible offense inside the catchment area decreased over time (and increased outside of its catchment area); estimated that those arrested for an eligible crime in its catchment area are 8.9 percent to 10.3 percent less likely to be rearrested within 1 year; and supported the hypothesis that the Justice Center reduces recidivism. The RAND report—*Does San Francisco's Community Justice Center Reduce Criminal Recidivism?*—can be found online at www.rand.org/pubs/research_reports/RR735.html.

Combating Substance Use and Mental Health Disorders

Justice and Mental Health Collaboration Program

The Justice and Mental Health Collaboration Program (JMHCPC) seeks to increase public safety by fostering cross-system collaborations between criminal justice and mental health partners that serve justice-involved individuals with mental illnesses or co-occurring mental health and substance use disorders. Through JMHCPC, BJA funds collaborative planning projects as well as planning/implementation and enhancement projects. In FY 2014, BJA awarded 34 JMHCPC grants to state, local, and tribal jurisdictions to plan, implement, and expand initiatives for criminal justice/mental health partnerships. JMHCPC also awards funding for the State-Based Capacity Building Program, which helps to deliver TTA resources and services to unfunded, eligible JMHCPC applicants. In FY 2014, the CSG Justice Center, BJA's TTA provider, responded to 451 requests for technical assistance from state, local, and tribal governments.

BJA selected a partnership between the CSG Justice Center and the National Association of Counties to be the national TTA provider for the State-Based Capacity Building Program. The partnership will initially focus on reducing the number of people with mental disorders in jail. In FY 2014, the partnership activities included:

- Bexar County, Texas (San Antonio): An analysis of outcomes related to pretrial processing. Based on this analysis, local stakeholders adopted policy recommendations to identify people with mental disorders and diversion options at pretrial booking.
- Franklin County, Ohio (Columbus): An analysis of jail bookings matched with data from the local shelter system and treatment providers. County leadership is using this analysis to build consensus for policy options to improve public safety and outcomes for people who use multiple county assistance systems.
- Salt Lake County, Utah (Salt Lake City): The local Criminal Justice Advisory Council oversaw technical assistance, including an analysis of individuals who recidivate after reentry, the development of a data dashboard of performance measures to track system trends, and coordination with the state's justice reinvestment process.

For more information on JMHCPC, visit www.bja.gov/ProgramDetails.aspx?Program_ID=66.

Justice and Mental Health Collaboration Program Performance Data

In FY 2014, 76 JMHCPC awards from FYs 2008 to 2013 were active. Exhibit 7 illustrates the number of individuals who have

been diverted from justice system involvement, and exhibit 8 shows the number of individuals who have received services through JMHCPC grants.

EXHIBIT 7. PEOPLE DIVERTED FROM JUSTICE SYSTEM INVOLVEMENT DURING POLICE INTERVENTION FOR A MENTAL HEALTH-RELATED CALL, FY 2008 – FY 2014

Arrested	Left Onsite	Sent to ER or Other Medical Facility	Sent to Mental Health Facility	Sent to Other Agency/Organization
1,072 (10%)	2,312 (22%)	1,806 (17%)	886 (9%)	124 (1%)

Note: The total number of calls for a mental health-related incident between October 2013 and September 2014 was 10,377.

EXHIBIT 8. NUMBER OF PARTICIPANTS RECEIVING SERVICES, FY 2008 – FY 2014

Mental Health	Substance Abuse	Co-occurring Disorders
1,726 (42%)	1,120 (27%)	1,247 (31%)

CASE STUDY: JUSTICE AND MENTAL HEALTH COLLABORATION PROGRAM

During the FY 2014 reporting period, a JMHCPC grantee in Philadelphia reported the following accomplishments:

- Successfully linked participants to services.
- Provided Mental Health First Aid Training to public safety officials.
- Established relationships with arraignment court magistrates and district attorney staff.
- Maintained and expanded relationships with commanding officers and closed circuit TV staff at the jails.
- Systematically created a stable referral and linkage system for justice-involved individuals.
- Provided Crisis Intervention Training to staff.

Preventing Violence Against Incarcerated Individuals

As a result of the 2003 Prison Rape Elimination Act (PREA), BJA established the Protecting Inmates and Safeguarding Communities Program in FY 2004. Funding was made available to states to support efforts to prevent and eliminate prisoner rape between inmates in state and local prisons, jails, and police lockup facilities and to safeguard the communities to which inmates return. The two main goals of the program are to assist states and local jurisdictions in ensuring that budget cuts don't compromise efforts to protect inmates and to safeguard communities upon the inmate's reentry.

Prison Rape Elimination Act

PREA was enacted to prevent the sexual abuse of prisoners in federal, state, local, and tribal correctional facilities, including prisons, jails, police lockups, and other confinement facilities. PREA requires the Attorney General to promulgate regulations that adopt national standards for the detection, prevention, reduction, and punishment of prison rape. Signed on August 27, 2013, the PREA Implementation Plan charged OJP with implementing the PREA regulations, most notably the process for auditing facilities for compliance with the PREA standards.

Administered by BJA, the PREA Program Management Office (PMO) carries out this responsibility. The historic nature of

PREA and the development of national standards to prevent sexual abuse in confinement settings have required the PMO to develop a number of innovative strategies, processes, instruments, and protocols to implement the PREA standards nationwide. Since its inception, the PMO has worked to promote collaboration across the key DOJ components that have a stake in PREA implementation, between DOJ and other federal agencies with PREA requirements, and among DOJ and numerous external constituent groups implementing PREA at the state, local, and tribal levels.

The PMO also works with the National Council on Crime and Delinquency to run the National PREA Resource Center (PRC). PRC provides TTA and other resources to help the field better identify and disseminate best and promising practices, assist correctional agencies in the implementation of the standards, and advance the overall PREA goal of establishing zero-tolerance confinement cultures with respect to sexual assault and misconduct.

For more information on PREA, visit www.prearesourcecenter.org.

Noteworthy PMO and PRC accomplishments in FY 2014 include:

- Creating and implementing a robust PREA audit process to assess compliance with the PREA standards. To date, the PMO and PRC have delivered seven week-long trainings for auditor candidates and coordinated the DOJ certification of 442 PREA auditors listed on the PRC’s website.
- Delivering targeted TTA in jurisdictions nationwide on issues such as establishing “zero tolerance” cultures related to sexual abuse and sexual harassment in confinement facilities; eliminating these serious problems in adult prisons and jails, juvenile facilities, community confinement facilities, and lockups; and complying with the PREA standards.
- Partnering with other DOJ components to provide interpretative guidance to the field on issues of first impression related to the PREA standards.
- Working closely with federal agencies to leverage lessons learned from DOJ’s successful PREA implementation efforts and the tools created by DOJ to promote implementation activities nationwide.
- Directing a national grant program—Demonstration Projects to Establish “Zero Tolerance” Cultures for Sexual Assault in Correctional Facilities—that provides resources to eligible state, local, and tribal jurisdictions to carry out PREA-related activities. In FY 2014, BJA made 22 awards to the field totaling \$7,552,185.

Prison Rape Elimination Act Performance Data

In FY 2014, 38 PREA grants awarded in FY 2010 through FY 2013 were active. Recipients of BJA’s PREA awards made substantive efforts in implementing new PREA regulations, identifying training needs and areas for development, and sharing resources such as best practices, forms, and policies.

Using PREA award funds, grantees created 52 new staff and contract positions, including 13 PREA coordinator/director positions and 19 other newly created PREA staff positions. Grantees also provided PREA-related training to correctional staff. Of the 5,896 staff hired by grantees, 5,482 (93 percent) received PREA-related training. In addition, 616 staff received specialized sexual assault investigator training; 1,574 received specialized training in sexual-related trauma; and 529 received specialized training in sexual assault-related mental health treatment to comply with the PREA standards.

Additionally, BJA has funded comprehensive inmate screening and assessment programs to enhance safety in confinement facilities and work toward compliance with the PREA standards. During FY 2014, grantees used BJA program funds to develop and purchase new screening and assessment tools, and to conduct screenings and assessments. For example, 127,549 inmates were newly admitted to PREA-funded facilities. Of those newly admitted inmates, 95,955 (75 percent) received a screening for risk of sexual victimization or perpetration.

Grantees also provided inmate education on the topics of sexual abuse, sexual harassment, and PREA policy. Education was provided at intake within the first 10 to 30 days, and upon transfer. During FY 2014, 393,515 inmates received classroom-based, e-learning, or paper-based PREA-related education and educational materials. Education helps inmates understand their rights regarding sexual abuse and sexual harassment, and explains their options for reporting such incidents.

Grantees continually implemented and enhanced new technology and existing technology during FY 2014. Activities included installing new surveillance units and cameras purchased using BJA program funds. Grantees also established new confidential support hotlines and new methods for victims to report allegations of sexual abuse or staff sexual misconduct. For example, grantees signed agreements with victim service providers to staff 24/7 hotlines.

Sharing Justice Information

BJA continues to advance the implementation of information sharing among local, state, and tribal criminal justice agencies by remaining committed to consensus-based, collaborative efforts across four key activities:

- Defining national policy and practices.
- Developing technical standards and guidelines.
- Providing training and technical assistance.
- Supporting targeted, issue-based implementations in the field.

Global Justice Information Sharing Initiative

The Global Justice Information Sharing Initiative (Global) is a BJA-administered program that works with practitioners to advance justice information sharing. As a federal advisory committee to the Attorney General, Global serves as the formal vehicle for local, state, and tribal justice entities to provide recommendations to DOJ that promote standards-based electronic information sharing and interoperability throughout the justice and public safety communities.

In light of the tragedy of the Boston Marathon bombing, and with the rapid growth and advancements in video technology used in government, business, and personal applications, law enforcement leaders are recognizing the importance of improving their agencies' capability of using video evidence to solve crimes. Developed through support from Global, the publication, *Video Evidence: A Law Enforcement Guide to Resources and Best Practices*, addresses this need by

identifying the top resources in the justice field for improving an agency's ability to effectively use and manage video data. An electronic copy of the resource is available at <https://it.ojp.gov/gist/164>.

Harold Rogers Prescription Drug Monitoring Program

The Harold Rogers Prescription Drug Monitoring Program (HRPDMP) supports state efforts to plan, establish, or enhance prescription drug monitoring programs (PDMPs), which collect and analyze dispensed pharmaceutical controlled substance data, particularly at the retail level where no other automated information collection exists. PDMPs enhance the capacity of regulatory and law enforcement agencies and public health officials to prevent and detect the diversion and abuse of pharmaceutical controlled substances, while allowing for legitimate medical use.

In FY 2014, HRPDMP included three funding categories, and a total of approximately \$5 million was awarded. BJA awarded eight grants under Category 1, which addresses PDMP program implementation and enhancement. One award was made under Category 2, which addresses tribal efforts to develop and implement the infrastructure to report data to state PDMPs.

The latest HRPDMP category—Category 3: Data-Driven Multidisciplinary Approaches to Reducing Prescription Drug Abuse—funds county and state pilot programs that leverage PDMP data with other data sources to combat drug abuse and diversion through expanded community

collaboration, enhanced data sharing and analysis, and strategic public health/public safety partnerships. Six pilot sites were funded through this initiative: Fairfield County, Ohio; Florida Department of Health; Jackson County, Oregon; Maryland Department of Health and Mental Hygiene; New York County, New York; and Norfolk District Attorney's Office, Massachusetts.

Category 3 pilot programs addressed the following focus areas:

- **Support for Overdose Prevention Activities:** The Maryland Department of Health and Mental Hygiene implemented Overdose Fatality Review (OFR) teams at three pilot sites. The Maryland Alcohol and Drug Abuse Administration worked with the Office of the Chief Medical Examiner and the Vital Statistics Administration to develop an overdose death data file for local OFR teams as well as a data manual to help local teams understand the data. The local OFR teams meet monthly to review data to identify overdose risk factors, identify missed opportunities for prevention/intervention, and make recommendations to prevent future deaths.

Jackson County, Oregon developed countywide protocols for the uniform emergency use of naloxone to prevent overdose deaths. The Norfolk County, Massachusetts pilot site was home to the first municipal department in the country to outfit a law enforcement office with naloxone (Quincy, Massachusetts). New York and Ohio have naloxone distribution programs at sites that are funded through other initiatives.

- **Expand the Use of PDMP Data:** The New York City RxStat Program developed a technical assistance manual for communities interested in replicating the city's successful model to facilitate accurate and timely analysis of public health and public safety data and target resources to provide the most efficient responses.

Jackson County, Oregon worked with its state PDMP to initiate the development of data dashboards that prescribers will be able to use to review their prescribing patterns relative to other prescribers in their discipline.

- **Strengthen Provider Education Programs:** Norfolk County, Massachusetts hosted a countywide Safe Prescriber training. More than 350 individuals attended this training.
- **Increase Access to Treatment:** Fairfield County, Ohio implemented substance abuse screening for all inmates being booked into the local jail, with the hopes of identifying and engaging at-risk individuals in treatment services prior to release back into the community.

The Maryland Department of Health and Mental Hygiene established rapid-response teams to provide emergency referrals to patients left without care as a result of a provider's loss of license or arrest.

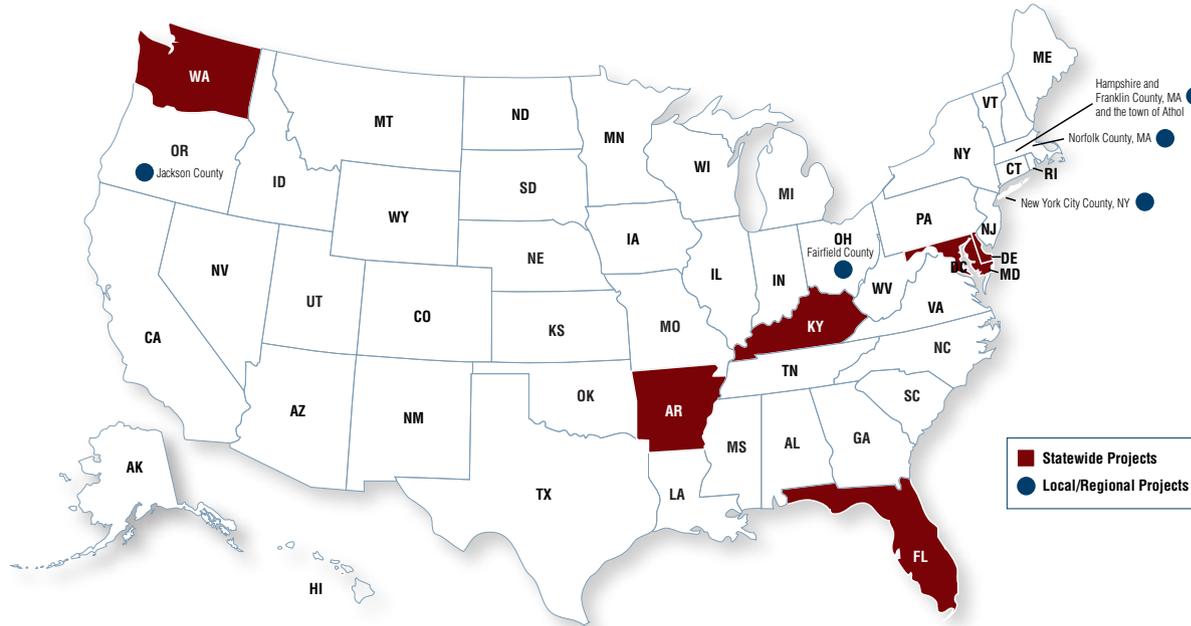
Exhibit 9 illustrates the location of BJA's data-driven PDMP projects.

Harold Rogers Prescription Drug Monitoring Program Performance Data

In FY 2014, 29 states and Guam were using HRPDMP grants to implement or improve their PDMPs. PDMP reporting compliance provides states with an opportunity to target negligent pharmacies and prescribers as well as identify individuals with potential substance use issues. By monitoring prescriber practices, states and agencies can identify problematic trends and determine areas for improvement.

BJA tracks and encourages states to increase user registration by pharmacists and prescribers. Licensed prescriber registration in PDMP systems was up 55 percent, from 208,393 during the October–December 2013 reporting period to 323,701 in April–June 2014. The number of registered pharmacists also increased from 90,544 during the fourth quarter of 2013 to 104,141 registered pharmacists in July–September 2014 (15 percent). Additionally, grantees raised awareness of PDMPs by providing information, including training, about PDMP systems. For example, as of September 2014, recipients of HRPDMP awards formally trained 31,046 licensed prescribers and 15,452 pharmacists to use the PDMP system since the system became operational.

EXHIBIT 9. LOCATION OF BJA'S DATA-DRIVEN PDMP PROJECTS, FY 2014



The number of PDMP reports has increased substantially since BJA began data collection on this measure. The largest increase over time was in interstate solicited reporting sent to another PDMP. For example, the number of interstate solicited reports produced by active HRPDMP grantees increased dramatically from 733,783 in 2012 to 3,400,682 in 2013 (more than 360 percent).

To learn more about the HRPDMP grant program and related BJA resources, visit www.bja.gov/ProgramDetails.aspx?Program_ID=72.

Naloxone and Law Enforcement Toolkit

In October 2014, BJA released the online Law Enforcement Naloxone Toolkit, which serves as a clearinghouse of resources to support law enforcement agencies in establishing a naloxone program. The toolkit contains information about the administration and acquisition of naloxone and addresses key issues such as training and liability.

The Law Enforcement Naloxone Toolkit includes more than 80 resources from nearly 30 contributing state and local law enforcement and public health agencies related to how a law enforcement agency can implement an overdose reversal program using naloxone. The resources include answers to frequently asked questions about naloxone and sample

documents and templates, such as data collection forms, standard operating procedures, training materials, press releases, community outreach materials, memorandums of agreement (MOAs) between first responders and medical directors, and more. The Law Enforcement and Naloxone Toolkit has steadily received between 2,500 and 3,600 page views each month since the launch in October 2014. In any given month, there have been approximately 250 PDF downloads from the toolkit. The most common download is the FAQ document, followed by the training materials and MOA samples. The toolkit can be found at www.bja.gov/naloxone.

Corrections Information Sharing

BJA's Corrections Information Sharing (CIS) initiative seeks to improve reentry outcomes by bridging information-sharing gaps among stakeholders—corrections, law enforcement, and community-based service providers—who share responsibility for managing the successful return of formerly incarcerated individuals to communities across the nation. Sharing critical information such as justice-involved individual status and appropriate reentry data across agencies in a timely, secure, and accurate manner improves recidivism rates and reduces crime and victimization.

The CIS initiative coordinated with the Integrated Justice Information Systems (IJIS) Institute to develop a comprehensive CIS Service Specification, which expands service specifications

developed by earlier pilot sites to cover data elements from the entire criminal justice life cycle, from arrest to release from supervision. The new CIS Service Specification will be tested in three state departments of correction (Illinois, Iowa, and Tennessee) to demonstrate the effectiveness of electronic information exchanges using national standards to improve reentry outcomes.

FY 2014 significant results include:

- To prepare for CIS Service Specification implementation, BJA and the IJIS Institute worked with the National Governors Association and teams from each of the three pilot sites to develop comprehensive information-sharing plans, governance structures to support the implementations, and plans for expanded information sharing beyond the initial pilot.
- Maryland's Department of Public Safety and Correctional Services implemented a two-way reentry information exchange with the Maryland Alcohol and Drug Abuse Administration's SMART system, which connects more than 360 community-based substance use treatment providers. This effort included implementation of a consent-management capability to address consent-to-share and confidentiality requirements under Code of Federal Regulations (CFR) Title 42 Part 2, enabling corrections to share case files with treatment agencies, and treatment agencies to share individual treatment records with corrections and parole.

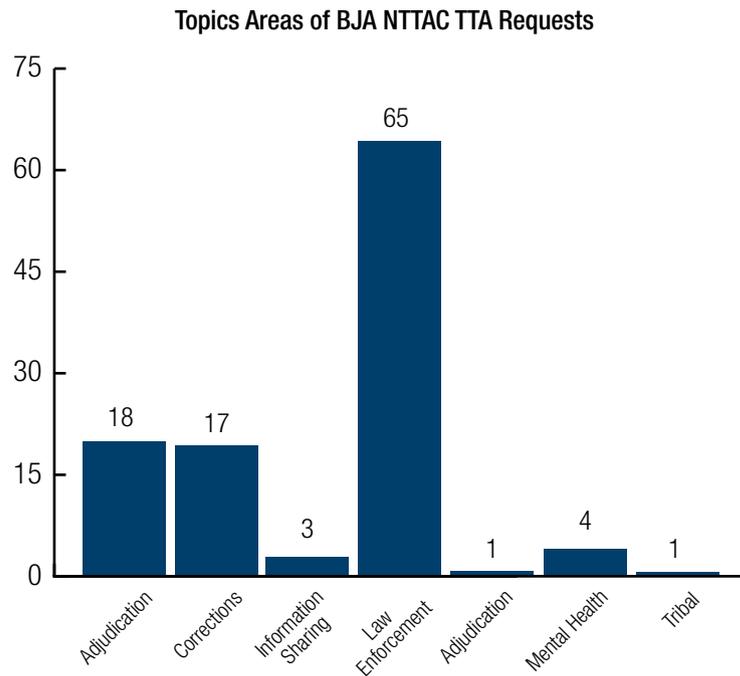
Delivering Training and Technical Assistance

Bureau of Justice Assistance's National Training and Technical Assistance Center

The National Training and Technical Assistance Center (NTTAC) coordinates the delivery of rapid, data-driven, and strategically focused TTA to support BJA's mission of promoting a fair

justice system and reducing crime, recidivism, and unnecessary confinement in state, local, and tribal communities. BJA NTTAC provides guidance to grantees and non-grantee criminal justice professionals to replicate model programs and approaches; increase knowledge and use of best practices, emerging technologies, and proven strategies; and assist agencies and jurisdictions in identifying and addressing operational and programmatic needs.

EXHIBIT 10. NUMBER OF BJA NTTAC TTA REQUESTS BY PROGRAM AREA, FY 2014



BJA NTTAC services include assistance in implementing evidence-based programs, curriculum development, data analysis, onsite and distance learning training, peer-to-peer visits, research and information requests, and strategic planning assistance. BJA NTTAC's service and delivery team supported 109 requests for TTA in FY 2014. This included assessing 62 new requests from state, local, and tribal agencies and monitoring another 47 requests from previous years. Exhibit 10 illustrates the number of TTA requests supported through BJA NTTAC by program area.

Significant accomplishments in FY 2014 include:

- Responded to a TTA request from the Washington State Department of Corrections to implement a probation model of community supervision that employs “swift-and-certain” sanctions, which is an evidence-based response to probation violations mandated by Washington State law in 2012.

Although it is too early to evaluate the full impact of this request, reports from TTA provider Pepperdine University are encouraging.

- Launched several targeted TTA initiatives in the areas of crime analysis on demand, crime prevention through environmental design (CPTED), and diversity and leadership training for law enforcement. Specifically, BJA NTTAC facilitated TTA for 15 agencies on crime analysis, 4 agencies on CPTED, and 14 agencies on targeted law enforcement training.
- Developed and deployed the TTA Collaboration Portal, an interactive web-based system that facilitates collaboration and information sharing among BJA staff and BJA TTA providers. The TTA Collaboration Portal enables users to view up-to-date information on TTA activity trends, search directories to identify relevant BJA criminal justice partners, and access a geographic information system to view the distribution of BJA NTTAC TTA across the United States.

BJA NTTAC TTA Success Story

BJA NTTAC supported the Durham Police Department (DPD) in an effort to reduce the number of noise violations, intoxicated youth, and disruptive-behavior complaints in the community that surrounds the University of New Hampshire. The Durham community hosts approximately 14,000 University of New Hampshire students—many in mixed student and non-student neighborhoods. The differing lifestyles of residential family and college student residents creates conflict and frequent calls for service. The DPD asked BJA NTTAC to share and employ a methodology to reduce calls for service and proactively improve community relations using CPTED strategies and techniques.

BJA NTTAC selected the Virginia Center for Policing Innovation (VCPI) as the CPTED subject matter expert to work with DPD to outline a comprehensive action plan to improve DPD's success in serving and improving the quality of life in Durham. The detailed recommendations ranged from minor process or environmental changes to a major shift in organizational culture. VCPI recommended that policy actions and changes be pursued and implemented in a manner that obtains organizational buy-in, understanding, and acceptance of all community stakeholders.

To learn more about NTTAC, go to www.bjatrain.org.

Supporting Tribal Justice

Bureau of Justice Assistance's Tribal Training and Technical Assistance Center

The tribal programs administered by BJA empower American Indian and Alaska Native communities to prevent and control crime, violence, and substance use and improve the functioning of justice systems within tribal nations and in collaboration with neighboring state, tribal, and local jurisdictions. BJA works with tribes to provide leadership, management, TTA, and services in grant administration and policy development. It also coordinates with other DOJ components, federal agencies, and other organizations to ensure that limited federal funds are used to achieve the maximum possible benefit.

In FY 2014, BJA continued to focus on the following: enhancement of coordinated services through the Coordinated Tribal Assistance Solicitation (CTAS) and related TTA; Tribal Healing to Wellness Courts; implementation of the Tribal Law and Order Act, including the Tribal Justice Plan; and Tribal Civil and Criminal Legal Assistance.

Coordinated Tribal Assistance Solicitation

BJA continues to support CTAS, which consolidates most of DOJ's available tribal-specific grant programs under a single solicitation. Tribes are using these funds to enhance

law enforcement, bolster justice systems, prevent and control delinquency, strengthen the juvenile justice system, serve sexual assault and elder victims, and support other efforts to combat crime.

BJA funds tribal activities across three purpose areas within CTAS:

- Purpose Area #2: Comprehensive strategic planning for tribal justice systems to improve public safety and community wellness.
- Purpose Area #3: Develop and enhance the operation of tribal justice systems and prevent and reduce alcohol- and substance use-related crimes.
- Purpose Area #4: Plan, renovate, or construct correctional and/or correctional alternative facilities.

In FY 2014, applicable purpose areas were updated to allow activities related to tribal jurisdiction over non-Indian perpetrators of domestic violence on tribal lands, as authorized through the Violence Against Women Reauthorization Act of 2013. Additionally, the question-and-answer templates were all updated for clarity and ease of use.

Since 2010, BJA has funded more than \$100 million in grants to approximately 135 tribes with 219 grants through CTAS. In FY 2014, DOJ made 191 awards through CTAS to 115 American Indian and Alaskan Native tribes (totaling \$87,595,857). Below are examples of TTA provided through CTAS funding.

Coordinated Tribal Assistance Solicitation Training and Technical Assistance: Red Hook Peacemaking Program

The Red Hook Peacemaking Program, which opened in early 2013, is the first program in the country to use traditional Native American peacemaking practices to resolve state court cases. Located in Brooklyn, New York, the BJA-funded program was planned and implemented by the Center for Court Innovation in partnership with native peacemakers from the Navajo Nation, the Chickasaw Nation, the Stockbridge-Munsee Tribe, and several other tribes across the country. The program has enjoyed widespread support among tribal justice practitioners as a vehicle for promoting tribal-state collaboration and greater respect for tribal traditions and culture.

During its first 18 months of operation, the Red Hook Peacemaking Program nearly doubled its target case load and successfully resolved 80 percent of its cases. The program reported high levels of satisfaction with the peacemaking process, which gives participants the opportunity to talk through conflicts and heal damaged relationships in a safe and supportive setting. Tribal and state justice system practitioners visit the Red Hook Peacemaking Program regularly to learn how traditional peacemaking has been successfully implemented in a state court setting. In addition to the Red Hook program, the Center for Court Innovation works with peacemakers from several tribes to provide TTA to tribal and state jurisdictions seeking to develop or enhance their own peacemaking programs.

Coordinated Tribal Assistance Solicitation Training and Technical Assistance: Pascua Yaqui Strategic Planning Initiative

In 2012, the Pascua Yaqui Tribe engaged the Center for Court Innovation to assist in a comprehensive assessment of the tribe's justice system. Building on the findings and recommendations from this assessment, the tribe and the Center planned and implemented a number of new programs to enhance the Pascua Yaqui justice system. For example, the tribe launched a truancy reduction program in collaboration with several tribal and non-tribal partner agencies, adapting a model designed by the Center and first implemented in New

York City. In addition, the tribe formed a Youth Advisory Board to engage tribal youth in identifying and addressing justice-related issues that affect young people, employing another Center-designed model that has been used successfully in other communities.

The tribe also leveraged the justice system assessment to receive additional public and private funding. A grant from the National Congress of American Indians enabled the tribe to provide legal representation for parents and children involved in child welfare proceedings in tribal court. Moreover, funding from the federal Administration for Children and Families is currently supporting an initiative to identify strategies for strengthening the child welfare system.

Coordinated Tribal Assistance Solicitation Performance Data

CTAS grantees reported many accomplishments in FY 2014 to meet their goals and objectives. During FY 2014, capacity building activities included 1,152 professional trainings related to the tribal court or justice system that were attended by 1,303 program staff, judges, and law enforcement. Additionally, BJA funded the delivery of 1,498 live training events and 50 training webinars. During FY 2014, BJA provided funding for 390 full-time or part-time positions, contract personnel, and volunteers, including judges (11 percent); attorneys (11 percent, comprising public defenders, prosecutors, and general practice attorneys); paralegals (5 percent); and social workers (14 percent).

During FY 2014, BJA supported the development, implementation, and enhancement of substance use prevention and treatment programs. In FY 2014, 1,124 individuals received substance use treatment services (inpatient or outpatient), and 423 prevention initiatives were started to raise awareness about alcohol and substance use through training events, community gatherings, advertising, or school-based programs, among other initiatives.

During FY 2014, tribes or tribal courts developed 323 new civil or criminal codes or policies, including 345 civil or criminal codes or policies updated or amended for the tribes.

BJA continued to fund the planning, renovation, and construction of justice system facilities associated with the

CTAS Case Study

The Sac and Fox Nation of Missouri in Kansas and Nebraska and the Iowa Tribe of Kansas and Nebraska, with bordering reservations, have partnered to provide substance use counseling and treatment services to Native American youth and adults. The counseling and treatment services address a crucial need for both tribes, as they have limited access to substance use prevention and treatment services and many residents lack the financial resources to access these services.

Participation in the outpatient treatment program, family sessions, and Parent in Recovery Treatment has increased at a steady rate. The tribes purchased software that enables them to collect and share drug- and alcohol-related criminal justice systems data. Through BJA funding, grantees participated in three Native American Health Fairs, providing educational materials and information regarding the programs available.

incarceration and rehabilitation of tribal juveniles and adult justice-involved individuals. During FY 2014, 9 renovations were completed and 12 renovations were 75 percent completed. These renovations are intended to enhance or change the use of a building for any of the following purposes: single-jurisdiction or regional tribal correctional facilities, correctional alternative facilities, multipurpose justice centers, or transitional living facilities associated with the incarceration and rehabilitation of juvenile or adult justice-involved individuals. Also in FY 2014, the construction of 2 new facilities was completed and 12 new facilities neared completion.

Tribal Healing to Wellness

BJA supports problem-solving courts in Indian Country, particularly Healing to Wellness Courts (HTWCs). HTWCs are adaptations of the drug court model that reflect tribal culture and values. Tribes can apply for funding to establish HTWCs through the Drug Court Discretionary Grant Program. BJA funds the Tribal Law and Policy Institute (TLPI) to provide TTA for tribes to develop, implement, and enhance their HTWCs.

Significant accomplishments from FY 2014 include:

- TLPI published *Tribal Healing to Wellness Courts: The Key Components, 2nd edition*, which updates and details the suggested key components and recommended practices for

tribal justice systems to consider as they design, develop, and implement an HTWC that meets their community's needs.

- TLPI published *An Overview of Tribal Healing to Wellness Courts*, which offers an introduction to HTWCs and explores some of the unique opportunities and challenges of implementing and enhancing HTWCs.

Expansion of Joint Jurisdictional Court

The Leech Lake Band of Ojibwe Tribal Court and the Cass and Itasca County District Courts in Minnesota have successfully operated joint-jurisdiction Wellness Courts for nearly a decade. Not only have the courts reduced recidivism by chronic alcohol and drug justice-involved individuals and thus improved public safety, the courts have contributed to generally improved relationships between the Indian tribe and local governments. Now the tribal court and the state district courts have agreed to expand joint hearings, focusing on juvenile delinquency and child welfare cases subject to the Indian Child Welfare Act (ICWA). For some states, consistent noncompliance with ICWA has drawn the attention of DOJ, which identifies state-court cases when the United States can file briefs opposing the unnecessary and illegal removal of Indian children from their families and their tribal communities. The joint jurisdictional court makes Indian child welfare a priority, promotes system

accountability and compliance with ICWA, and ensures that all available resources (tribal and state) can be tapped to ensure better outcomes.

Building on the success of the Leech Lake–Cass County Wellness Court, BJA, in partnership with Oregon Health and Science University’s Center on Evidence-based Policy, helped build capacity of justice teams from the Shingle Springs Band of Miwok Indians Tribal Court and El Dorado District Court in Oregon to implement the Family Wellness Court, a joint-jurisdictional effort that focuses on tribal youth while providing services to their families. Other joint-jurisdictional collaborations include the Wellness Court of the Yurok Tribe–Del Norte and Humboldt Counties of California, which focuses on nonviolent tribal adults affected by substance abuse; and the St. Regis Mohawk Tribe’s Healing to Wellness Drug Court, which in collaboration with the Bombay Town Court of New York focuses on family cases where judicially monitored treatment and culturally appropriate services are provided in cases involving substance use.

Tribal Law and Order Act

The Tribal Law and Order Act (TLOA) provides legislative authorities and resources to tribes to enhance their tribal justice system by expanding felony sentencing for certain crimes, establishing new minimum standards for protecting defendants’ rights in tribal courts, and encouraging tribes to use alternatives to incarceration or correctional options as a justice system response to crime in their communities. BJA has implemented a number of these authorities. It has also expanded allowable activities under CTAS to include TLOA activities such as the implementation of the enhanced sentencing authority. (See page 47 for more information on CTAS.) To support TLOA initiatives, BJA continues to offer a range of TTA, including regional meetings of criminal justice policymakers, joint law enforcement training, and technical assistance for tribal-state court forums.

Several tribes have begun to plan for implementation of felony sentencing. As of July 2014, five Indian tribes had implemented and are prosecuting under this new authority: the Tulalip Tribes (Washington), Confederated Tribes of Umatilla (Oregon), Hopi Tribe (Arizona), Salt River Pima-Maricopa Indian Community

(Arizona), and Eastern Band of Cherokee Indians (North Carolina). Some of these tribes accessed BJA TTA resources to enhance codes, train staff, and other activities.

In 2014, BJA kicked off the Intergovernmental Collaboration (IGC) Team to convene departmental components and other partners in quarterly meetings to coordinate resources, share information, and identify coordination opportunities. The IGC team works with existing resources to assist tribes as well as state and local entities in their public safety efforts.

To learn more about BJA’s TLOA efforts, visit www.bja.gov/ProgramDetails.aspx?Program_ID=88.

Tribal Justice Plan: Long Term Plan to Build and Enhance Tribal Justice Systems

BJA continued to partner with the U.S. Department of the Interior’s Bureau of Indian Affairs to coordinate federal outreach to Indian Country and Native American communities to implement recommendations and action steps of the Long Term Plan to Build and Enhance Tribal Justice Systems (Tribal Justice Plan), which responds to sections 211, 241, and 244 of the TLOA. The Tribal Justice Plan is a long-term detention, alternatives to incarceration, and reentry plan for American Indian adults and juveniles.

BJA’s expansion of allowable activities under CTAS to incorporate TLOA includes activities for development of correctional options and justice-involved individual reentry as specified in the Tribal Justice Plan. Additional TTA is available for tribes in their efforts to enhance their tribal justice system using the Tribal Justice Plan.

Significant TTA accomplishments in FY 2014 include:

- BJA developed a summary of tribal reentry resources and conducted a session on tribal reentry at the National Reentry Conference in May 2014. The summary of this session can be found at <https://www.bja.gov/Publications/TribalReentryFS.pdf>.

Tribal Law and Order Act–Tribal Action Plan Performance Data

BJA funded comprehensive tribal justice system strategies to improve community wellness and safety, including activities outlined in the TLOA such as strategic planning and the development of a tribal action plan (TAP). During FY 2014, 21 tribes completed and submitted their TAP to BJA for review. In addition, tribal grantees addressed their strategic plan goal of improving public safety through the systematic use of partnerships. During FY 2014, the majority of grantees initiated new partnerships with behavioral health professionals and service providers, tribal law enforcement and judges, and local and state partners.

Tribal Civil and Criminal Legal Assistance Program

The Tribal Civil and Criminal Legal Assistance (TCCLA) Program provides grants, policy leadership, and TTA to support federally recognized Indian tribes in enhancing their tribal justice systems and improving access to those systems. The grants are

targeted to nonprofit organizations with a 501(c)(3) tax status to provide legal assistance services under tribal jurisdictions for Indian tribes, tribal justice systems, tribal members, and, for indigent defense purposes, other individuals. Resources serve to strengthen and improve the representation of all indigent defendants in criminal proceedings and tribal member indigent litigants in civil causes of action under tribal jurisdiction. Legal support to tribal governments and tribal justice systems may include, but is not limited to, the enhancement of court policies, procedures, and code. Lastly, TTA funds are targeted to membership organizations and associations whose membership or membership section consists of judicial system personnel within tribal justice systems. TTA funds support the development and enhancement of tribal justice systems. Visit the BJA TCCLA Program web page for more information.

In FY 2014, BJA awarded five TCCLA grants totaling \$1,596,285: one award for civil legal assistance totaling \$527,253; two awards for criminal legal assistance totaling \$719,032; and two awards for TTA totaling \$350,000 to assist TCCLA grantees in implementing their civil and criminal legal assistance programs and to provide assistance to tribal justice systems that are implementing the enhanced sentencing authority provision authorized by TLOA.

Acronyms and Abbreviations

ABA	American Bar Association	FBI	Federal Bureau of Investigation
ALERRT	Advanced Law Enforcement Rapid Response Training	FY	Fiscal Year
BCJI	Byrne Criminal Justice Innovation	HEAT	Habilitation, Empowerment & Accountability Therapy
BJA	Bureau of Justice Assistance	HRPDMP	Harold Rogers Prescription Drug Monitoring Program
BVP	Bulletproof Vest Partnership Program	HTWC	Healing to Wellness Courts
C.F.R.	Code of Federal Regulations	IACLEA	International Association of College Law Enforcement Administrators
CIS	Corrections Information Sharing	IACP	International Association of Chiefs of Police
CLEAR	Community Law Enforcement and Recovery (Los Angeles)	IADLEST	The International Association of Directors of Law Enforcement Standards and Training
COPS	Office of Community Oriented Policing Services	ICWA	Indian Child Welfare Act
CPTED	Crime Prevention Through Environmental Design	INTERCEPT	Introducing New Tools based on Evidence and Risk-assessments to Confirm Eligibility for Prosecution Treatment
CSG	Council of State Governments	JAG	Edward Byrne Memorial Justice Assistance Grant
CTAS	Coordinated Tribal Assistance Solicitation	JMHCP	Justice and Mental Health Collaboration Program
DANY	District Attorney for New York County	JRI	Justice Reinvestment Initiative
DDACTS	Data-Driven Approaches to Crime and Traffic Safety	MCDC	Manatee County Drug Court
DCDC	DeKalb County Drug Court		
DOJ	U.S. Department of Justice		
DPD	Durham Police Department		

MEGSI	Metropolitan Enforcement Group of Southwestern Illinois	PRC	National PREA Resource Center
MPD	Miami Police Department	PSN	Project Safe Neighborhoods
MOA(s)	Memorandum(s) of Agreement	PSOB	Public Safety Officers' Benefits
MOU(s)	Memorandum(s) of Understanding	RANA	Risk, Access, and Needs Assessment
MRA	Market Reduction Approach	RPOC	Research Partner Orientation Course
NACDL	National Association of Criminal Defense Lawyers	6AC	Sixth Amendment Center
NDCI	National Drug Court Institute	SCA	Second Chance Act
NIJ	National Institute of Justice	SLATT	State and Local Anti-Terrorism Training
NLEOMF	National Law Enforcement Officers Memorial Fund	SPI	Smart Policing Initiative
NoVA	No Violence Alliance	SRR	Statewide Recidivism Reduction
NRI	Neighborhood Revitalization Initiative	SSP	Smart Supervision Program
NRRC	National Reentry Resource Center (Justice Center, city/state)	TAP	Tribal Action Plan
NTTAC	National Training and Technical Assistance Center	TCCLA	Tribal Criminal and Civil Legal Assistance Program
OCCS	Ohio Consortium of Crime Science	T4C	Thinking for a Change
OJJDP	Office of Juvenile Justice and Delinquency Prevention	TLOA	Tribal Law and Order Act
OJP	Office of Justice Programs	TLPI	Tribal Law and Policy Institute
PACE	Practical Academic and Cultural Education Center	TTA	Training And Technical Assistance
PDMP	Prescription Drug Monitoring Programs	USAO	United States Attorney's Offices
PERF	Police Executive Research Forum	VALOR	Preventing Violence Against Law Enforcement Officers and Ensuring Officer Resilience and Survivability
PMO	Program Management Office	VCPI	Virginia Center for Policing Innovation
PREA	Prison Rape Elimination Act	VRN	Violence Reduction Network
		VTC	Veterans treatment courts

Bureau of Justice Assistance Information

BJA's mission is to provide leadership and services in grant administration and criminal justice policy to support local, state, and tribal justice strategies to achieve safer communities. For more information about BJA and its programs, contact:

Bureau of Justice Assistance

810 Seventh Street NW.

Washington, DC 20531

Phone: 202-616-6500

www.bja.gov/contactus.aspx

Web site: www.bja.gov

The BJA Clearinghouse, a component of the National Criminal Justice Reference Service, shares BJA program information with local, state, tribal, and federal agencies and community groups across the country. Information specialists provide reference and referral services, publication distribution, participation and support for conferences, and other networking and outreach activities. The clearinghouse can be contacted at:

Bureau of Justice Assistance Clearinghouse

P.O. Box 6000

Rockville, MD 20849-6000

Toll free: 1-800-851-3420

Fax: 301-519-5212

Questions/comments: www.ncjrs.gov/App/ContactUs.aspx

Website: www.ncjrs.gov

Clearinghouse staff are available Monday through Friday, 10 a.m. to 6 p.m. eastern time. Ask to be placed on the BJA mailing list.



U.S. Department of Justice

Office of Justice Programs

Bureau of Justice Assistance

8660 Cherry Lane

Laurel, MD 20707-4651

Official Business

Penalty for Private Use \$300



PRESORTED STANDARD
POSTAGE & FEES PAID
DOJ/BJA
PERMIT NO. G - 91

