

United States Department of Justice

Office of Justice Programs

ANNUAL REPORT TO CONGRESS

Fiscal Year 2013

To The President, Members of Congress, Criminal and Juvenile Justice Professionals, and the American People:

I am proud to offer this report on the Office of Justice Programs' (OJP) work to advance the Administration's public safety goals in Fiscal Year 2013. We have moved ahead with great energy to press forward programs firmly rooted in science and research, and encompassing such agency priorities as innovation, partnerships and safer neighborhoods.

Congressional appropriations allowed us to expand our work in inmate reentry, children's exposure to violence, forensic sciences, and other areas described in this report. For example, the Federal Interagency Reentry Council, established by the Attorney General in 2010, took concrete steps in Fiscal Year (FY) 2013 to remove obstacles and expand opportunities for formerly incarcerated citizens who have paid their debt to society. The Attorney General's Defending Childhood initiative began to implement the recommendations in its December 2012 Report and established a task force to investigate and solve the travesty of children's exposure to violence in Indian Country. Through its participation in Challenge.gov, the National Institute of Justice has drawn the private sector into the search for outside-the-box solutions for complex problems. To engage private philanthropies in seeking solutions to criminal justice issues, OJP created the Partnership Resource Network to provide external support for highly-rated unfunded applicants for OJP grant programs.

As depicted in this report, these are but a few of the accomplishments of OJP's bureaus and offices in FY 2013. We believe our efforts justify the confidence Congress has placed in us to actively engage cities, states, and tribes with state of the art training and technical assistance. We continue to be diligent in our stewardship of federal funds, emphasizing programs that are backed by rigorous scientific evidence of their effectiveness and ensuring that our policies and procedures support a fair and transparent grant process backed by effective monitoring and oversight. Through these efforts, we are working with and for the field to establish a future in which evidence informs program and policy decisions and vital criminal justice resources are used cost-effectively to promote safety and security in America.

Sincerely,

A handwritten signature in black ink that reads "Karol V. Mason". The signature is written in a cursive style with a long, sweeping underline.

Karol V. Mason
Assistant Attorney General

INTRODUCTION

The Office of Justice Programs (OJP) provides innovative leadership, critical research and information, and essential funding to help communities implement effective criminal justice programs and strategies. OJP works in close partnership with state, local, and tribal justice systems to provide comprehensive and cohesive support for the nation's public safety needs.

OJP's goals are the following:

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

Composed of five bureaus, one program office, and eight business offices, OJP and its programs and research address every facet of criminal and juvenile justice.

Bureaus and Program Offices:

Bureau of Justice Assistance (BJA)

Bureau of Justice Statistics (BJS)

National Institute of Justice (NIJ)

Office of Juvenile Justice and Delinquency Prevention (OJJDP)

Office for Victims of Crime (OVC)

Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART Office)

Business Offices:

Equal Employment Opportunity Office (EEO)

Office for Civil Rights (OCR)

Office of Administration (OA)

Office of Audit, Assessment, and Management (OAAM)

Office of the Chief Financial Officer (OCFO)

Office of the Chief Information Officer (OCIO)

Office of Communications (OCOM)

Office of the General Counsel (OGC)

In Fiscal Year (FY) 2013, OJP made grant awards totaling more than \$2 billion to criminal and juvenile justice organizations and victim service providers at the national, state, local, and tribal level to support public safety and justice initiatives in every part of the United States. This report includes both new and continuing programs administered by OJP.

The first section of this report describes programs, initiatives and activities that operate across OJP. The second describes the work of each Bureau and Office, highlighting the major accomplishments in FY 2013. Additional information regarding OJP's initiatives can be found on the OJP Web site at www.ojp.gov. A complete list of OJP's FY 2013 awards is available in the funding section of the OJP Web site at <http://grants.ojp.usdoj.gov:85/selector/result>.

Summary of FY 2013 Grant Awards

PROGRAM OFFICE	Number of Awards	Total Award Amount
BJA	1,731	\$721,858,058.94
BJS	126	\$70,143,706.00
OJJDP	419	\$395,548,056.00
NIJ	368	\$214,237,084.00
OVC	195	\$624,577,428.00
SMART	54	\$16,267,099.00
Grand Total	2,893	\$2,042,631,431.94

OFFICE OF THE ASSISTANT ATTORNEY GENERAL: OJP-WIDE INITIATIVES

OJP Diagnostic Center

The [OJP Diagnostic Center](#) helps communities use local data to frame public safety and criminal justice issues. It brings together experts from across the Department of Justice to cultivate awareness and understanding of the value of applying evidence-based, data-driven approaches to criminal justice, juvenile justice and victim services – to create a criminal justice community linked together by programs that are smart on crime. The Center works collaboratively with communities for weeks or months, in a process that combines the expertise of Diagnostic Center staff with that of community stakeholders.

From its creation in 2012 through FY 2013, the Diagnostic Center has engaged with over 20 communities – states, cities, counties, regional authorities and tribal governments – to tackle public safety issues ranging from improving the clearance rate on homicides to making sure juveniles in detention facilities are managed with the safest, most trauma-informed and culturally appropriate methods. A community’s engagement with the Diagnostic Center is intended not only to address its public safety concern, but also to build community capacity to use data to make evidence-based decisions about criminal justice and public safety.

Federal Interagency Reentry Council

The [Federal Interagency Reentry Council](#) (Council), created by the Attorney General in 2011, works to make communities safer by reducing recidivism and crime, helping those returning from prison and jail to become productive citizens, and saving taxpayer dollars by lowering the direct and collateral costs of incarceration. The 20 federal agencies of the Cabinet-level Council find concrete ways to remove employment and other barriers to successful reentry. In FY 2013, agencies worked together to help children of incarcerated parents; improve former prisoners’ access to education, employment, housing and health care; and reduce the collateral consequences of a criminal record.

To reduce the effects of such consequences, the Attorney General asked Council agencies to review their regulations to see how certain barriers can be eliminated or tailored without compromising public safety. The results form the [National Inventory of the Collateral Consequences of Conviction website](#). Launched with support from the National Institute of Justice (NIJ), this website identifies about 35,000 statutes and regulations that often unwittingly impose additional burdens on people who have served their sentences and returned home. For example, many believe that individuals who have been convicted of a crime are banned from living in public housing upon their release. But in fact, [Public Housing Authorities \(PHAs\)](#) have great discretion in determining their admissions and occupancy policies for ex-offenders, and while some PHAs may bar formerly incarcerated people from public housing, it is not [Department of Housing and Urban Development](#) (HUD) policy to do so. The website can be searched by state, consequence type, triggering offense category and a number of other salient characteristics. As part of his “Smart on Crime” initiative, the Attorney General issued a [memorandum](#) directing all DOJ components to take collateral consequences into account when proposing any new regulation or guidance.

Agency Guidance on Employment Policy: The [Equal Employment Opportunity Commission](#) issued revised anti-discrimination [guidance](#) which prohibits employers from placing blanket bans on job applicants with a criminal history (which may be decades in the past). The [Department of Labor](#) (DOL) built on this foundation and issued a [joint guidance](#) for the public workforce system regarding employer job postings that contain hiring exclusions or restrictions based on arrest and conviction history and a

[Directive](#) advising federal contractors and subcontractors of their obligations regarding the use of criminal records as an employment screen. Additionally, the [Office of Personnel Management](#) developed a [best practices guide](#) which addresses employment fitness adjudication for contractor applicants and employees who support federal agencies.

Reentry and the Affordable Care Act: The [Affordable Care Act](#) expands health care coverage and potentially opens Medicaid enrollment to some 15 million low-income adults, **including the millions of individuals who come into contact with our criminal justice system, of whom approximately 90 percent are uninsured.** We know that the incarcerated population carries substantially higher rates of medical, psychiatric and substance abuse problems than the general population, and we know that access to adequate health services can decrease the risk of individuals becoming involved with the criminal justice system in the first place. The Affordable Care Act, primarily through its Medicaid expansion provisions and parity for mental health and substance abuse treatment, provides an opportunity to reduce recidivism while improving public health. Reentry Council agencies have provided guidance both to states and to adults and youth involved in the criminal justice system about the health care available through Medicaid and the Health Insurance Market Place.

Defending Childhood/Children's Exposure to Violence

In 2009, OJP's Office of Juvenile Justice and Delinquency Protection (OJJDP) released the findings of the first [National Survey of Children's Exposure to Violence \(NatSCEV\)](#), a nationwide survey of how often children are exposed to violence and the types of violence they experience, both as victims and as witnesses. In a direct response to the NatSCEV findings, Attorney General Eric Holder launched the [Defending Childhood initiative](#) in 2010. Through this initiative the Attorney General aims to reduce children's exposure to violence, raise public awareness about its consequences, and advance research on ways to counter its destructive impact.

On December 12, 2012, the Attorney General's [National Task Force on Children Exposed to Violence](#) presented its [final report](#) and recommendations to address children's exposure to violence in the U.S. Among its 56 [recommendations](#) is a call for a collective investment nationwide in defending our children from exposure to violence and psychological trauma; in healing families and communities; and in enabling all of our children to imagine and claim their safe and creative development and their productive futures. The report highlights the importance of identifying children who are victims or witnesses of violence; promotes programs that provide children access to supportive and nonviolent relationships with trusted adults; and calls for training for professionals who work with traumatized children. The task force also recommends that all children who enter the juvenile justice system be screened for exposure to violence.

The task force was co-chaired by Joe Torre, Major League Baseball's executive vice president for Baseball Operations and chairman of the board of the Joe Torre Safe at Home Foundation, and OJJDP Administrator Robert L. Listenbee, who at the time was chief of the Juvenile Unit of the Defender Association of Philadelphia.

Taking action on one of the key recommendations in the final report, Attorney General Holder on April 12, 2013 outlined initial steps to implement the [Task Force on American Indian/Alaska Native \(AI/AN\) Children Exposed to Violence](#). The [AI/AN task force](#) is a joint effort between the Departments of Justice and the Interior and tribal governments. It focuses on identifying and treating AI/AN children exposed to violence, supporting communities and tribes as they define their own responses to this problem, and involving tribal youth in developing solutions. An advisory committee of experts appointed to examine the scope and impact of violence facing American Indian and Alaska Native children will hold four hearings and make policy recommendations to Attorney General Holder in fall 2014.

Tribal Justice and Safety

OJP supports tribal, state and local governments in their efforts to improve tribal justice and safety and enhance the effectiveness of tribal criminal and juvenile justice systems. We do this through funding, through training and technical assistance, by supporting promising practices and disseminating information – including research and statistical information – and by bringing together stakeholders to brainstorm ideas and map out strategies to address major issues. Each of OJP's Bureaus has a role to play in this mission, and each provides funding to tribal governments through the [Combined Tribal Assistance Solicitation](#) (CTAS), a single application process for tribes to identify and apply for funding from OJP, the Office of [Community Oriented Policing Services](#) (COPS), and the [Office on Violence Against Women](#) (OVW).

The Bureau of Justice Assistance's signature achievement of the past few years has been promoting strategic planning by tribal governments. Through a CTAS Comprehensive Tribal Justice System Strategic Planning award, the Kaw Nation in Oklahoma is creating a centralized multi-disciplinary justice center that will provide culturally infused services to all Kaw Nation citizens and build respect, responsibility and trust in the effective administration of justice.

Drug testing labs are often many miles away from tribal communities and the costs of delivery and testing are high. With the help of BJA funding via the [Indian Alcohol and Substance Abuse Program](#) the Pascua Yaqui Tribe of Arizona operates a drug testing lab used regularly by their [Healing to Wellness Court](#). Having their own lab means test results reach the court team more quickly and less expensively, allowing the Wellness Court to work more closely with its participants on their journey to health and sobriety.

Another BJA-funded success story is [The Diné Bít'íí báá Ah'jitei \(DBA\) Program for the Health of the People](#). The DBA Program uses legal tools to connect patients with services that promote better health outcomes at the Tuba City Regional Health Care Corporation's hospital in Tuba City, Arizona. Although over 100 medical-legal partnerships exist in the United States, the DBA Program is the first partnership to focus on serving low-income American Indians/Alaska Natives. In 2013, the DBA Program legal staff offered trainings to 175 medical providers and received 467 patient referrals. More than 90 medical providers, including several doctors, nurses, social workers, therapists and benefits coordinators, referred patients to the DBA Program. During this time, over 350 patients received legal assistance.

The Bureau of Justice Statistics in 2013 worked to improve available data and statistics in Indian Country. These efforts included the following:

- development of a survey of the caseloads of state and local law enforcement agencies and local prosecutors' offices that provided services on tribal lands;
- the design and development of the National Survey of Tribal Court Systems;
- an expanded survey of [jails in Indian country](#) to include more categories of offenses, such as burglary, larceny-theft, and public intoxication;
- a project to gather information on the processing of American Indian or Alaska Native (AIAN) juvenile and adult cases in the federal justice system; and
- an [Indian Country Justice Statistics page](#) to serve as a central source for tribal statistics and funding opportunities for improved data reporting in national record systems.

The National Institute of Justice supports tribal justice and safety with its Tribal Crime and Justice Research & Evaluation Studies. A major effort is its [Program of Research Examining Violence Against American Indian and Alaska Native Women living in Indian Country and Alaska Native Villages](#). NIJ, in consultation with DOJ's Office on Violence Against Women (OVW), conducted a national baseline study mandated by the Violence Against Women Act of 2005 on violence against AI/AN women living in tribal communities. The purpose of the research program is to identify factors that place native women at risk

for victimization; evaluate the effectiveness of federal, state, tribal, and local responses to violence against native women; and recommend ways to improve these responses.

BUREAU OF JUSTICE ASSISTANCE: SMART ON CRIME

The Bureau of Justice Assistance (BJA) supports law enforcement, courts, corrections, treatment, victims of human trafficking, information sharing, and prevention initiatives that strengthen the nation's criminal justice system. BJA provides leadership, services, and funding to bolster America's communities by emphasizing local control and building relationships in the field. BJA's Public Safety Officers' Benefits (PSOB) Office administers death and education benefits to survivors of fallen law enforcement officers and other first responders, as well as disability benefits to officers catastrophically injured in the line of duty. Some highlights of BJA activities in FY 2013 follow.

Justice Reinvestment Initiative

BJA launched the [Justice Reinvestment Initiative \(JRI\)](#) in 2010 to help states and counties devise and implement cost-saving, evidence-based policies and then to reinvest some of these savings into proven, high-performing programs that contribute to increased public safety. Through JRI, which is a public/private partnership with The Pew Charitable Trusts, BJA provides both financial support and in-kind technical assistance to 19 states and 17 localities, all of which share issues affecting their prison populations: parole and probation revocations, sentencing policies and practices, insufficient or inefficient community supervision and support, and parole system process delays and denials.

Responses across the states have varied, yet many of the strategies employed in FY 2013 integrate evidence-based practices and data-driven decision making into state justice system operations, a key component of [BJA's 2013-2016 Strategic Plan](#). These include risk and needs assessments, accountability measures, earned-time credits, community-based treatment, intermediate and graduated sanctions, sentencing changes and departure mechanisms, mandatory supervision requirements, problem-solving courts, streamlined parole processes, and expanded parole eligibility. Early results are promising. States expect prison populations either to decrease or to grow more slowly. Of the total projected savings of \$4.7 billion, JRI states have planned to reinvest more than \$340 million in public safety initiatives.

Byrne Criminal Justice Innovation

[The Byrne Criminal Justice Innovation \(BCJI\) Program](#) aligns programs of the Departments of Education, Justice, Health and Human Services, Housing and Urban Development, and Treasury to help local and tribal communities develop place-based, community-oriented strategies to change neighborhoods of distress into neighborhoods of opportunity. With a broad cross-sector partnership team that includes neighborhood residents, BCJI grantees in FY 2013 targeted neighborhoods with hotspots of violent and serious crime and employed data-driven strategies to reduce crime and violence.

BJCI in Action

- In **Brooklyn, NY** the Brownsville Anti-Violence Project the “**Arts against Violence: Changing the Narrative of Brownsville Tour**” brought together more than 450 community residents to participate in facilitated conversation and art-making that addressed community violence while highlighting community strengths and resilience.
- In the **Philadelphia neighborhood of Mantua**, a coalition of residents and local nonprofit organizations formed “We Are Mantua!” (WAM). WAM successfully organized residents to appeal a decision to close a local elementary school, a neighborhood anchor. A youth group that

grew out of this has conducted several “Stop the Violence” and voter registration rallies, HIV/AIDs testing events, and other community youth activities.

- In the **Rainier Beach neighborhood in Seattle**, multiple city agencies worked with neighborhood residents and [George Mason University’s Center for Evidence-Based Crime Policy \(CEBCP\)](#) to find new ways to address youth crime hotspots. The project included [Community Anti-Drug Coalitions of America \(CADCA\)](#) training of resident-led hotspot teams in crime data analysis and community problem-solving. Future plans include equipping each hotspot with data “starter kits” developed by CEBCP so teams can identify risk factors and intervene to address crime at the intersections and street segments that account for a disproportionate percentage of juvenile crime.

Prison Rape Elimination Act Activities

On June 20, 2012, DOJ published the final rule creating the [National Standards to Prevent, Detect, and Respond to Prison Rape \(Standards\)](#) as required by the [Prison Rape Elimination Act \(PREA\) of 2003](#). The standards require federal, state, and local corrections systems to have a zero-tolerance policy regarding rape in adult prisons and jails, juvenile correctional facilities, police lockups, and community residential centers. BJA is responsible for implementing the Standards and managing the process by which one-third of each facility type operated by an agency, or by a private organization on behalf of the agency, must be audited within each year of a three-year audit cycle. The first audit cycle began on August 20, 2013.

Throughout FY 2013 BJA has provided PREA resources to state, local, and tribal confinement facilities and environments through three main mechanisms: the [National PREA Resource Center \(PRC\)](#); BJA’s PREA competitive grant program—Demonstration Projects to Establish “Zero Tolerance” Cultures for Sexual Assault in Correctional Facilities; and the OJP PREA Management Office (PMO) administered by BJA, established in August 2013.

Edward Byrne Memorial Justice Assistance Grant (JAG) Program

The [Edward Byrne Memorial Justice Assistance Grant Program](#), the leading source of federal justice funding to state local and tribal jurisdictions, funds programs for 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 have a four-year project period, but funds are distributed up front rather than on a reimbursement basis, allowing recipients to earn interest on their awards and generate additional funding for successful initiatives and future projects. [BJA’s JAG Showcase](#) highlights some of the most interesting, innovative, and results-oriented projects supported by JAG funds.

Smart Policing Initiative

Each [Smart Policing Initiative \(SPI\)](#) project creates a partnership between a law enforcement agency and a researcher. The partners identify pressing crime issues through rigorous data-driven analysis, develop strategies and tactics to resolve those issues, and measure the impact of solutions. They then disseminate the results of these projects to other law enforcement agencies. Demand for the program increased dramatically after the first two years, as police departments and criminal justice researchers grew more open to engaging in such partnerships. Communities with long histories of chronic and “unsolvable” violence have been able to reverse upward crime trends, experiencing unprecedented success and saving

lives in the process. For example, SPI implementation led Boston to experience a 17.3 percent reduction in total violent crime, enabled Los Angeles to reduce homicides by 56 percent (in one division), and caused Memphis to see its number of robberies and residential burglaries fall by almost 8 percent. Since FY 2009, BJA has provided funding to 35 agencies conducting 38 unique projects, including use of hotspots and focused deterrence models, technology procurement and cross-jurisdictional data sharing.

National Justice Information Sharing

The [Justice Information Sharing \(JIS\)](#) Initiative works collaboratively with key stakeholders and national partner organizations to identify critical information sharing problems, and encourage innovative responses to emerging challenges in law enforcement, courts, corrections, community corrections, offender reentry, social services, and tribal justice.

For example, BJA funded the [Automated Regional Justice Information System \(ARJIS\) Southwest Officer Real-Time Notification Project](#) in FY 2013. This project leverages BJA's Global¹ standards and guidelines to link the California Department of Corrections and Rehabilitation Law Enforcement Automated Data System and U.S. Immigration and Customs Enforcement data with ARJIS's State, Regional, and Federal Enterprise Retrieval System. This information sharing capability has enabled the flow of real-time parolee information between law enforcement and corrections/probation and parole officers wirelessly via Android tablets. ARJIS is the nation's first instance of FBI Criminal Justice Information Services-approved exchanges using handheld devices.

¹ The Global Justice Information Sharing Initiative (Global) serves as a Federal Advisory Committee to the U.S. Attorney General on justice information sharing issues. Global supports the broadscale exchange of pertinent justice and public safety information while vigilantly considering the privacy rights of individuals. Through guidance from Department of Justice's Bureau of Justice Assistance (BJA), Global promotes standards-based electronic information exchange to provide the justice community with timely, accurate, complete, and accessible information in a secure and trusted environment.

BUREAU OF JUSTICE STATISTICS: TURNING RESEARCH INTO ACTION

The Bureau of Justice Statistics (BJS) collects, analyzes, publishes, and disseminates information on crime, criminal offenders, victims of crime, and the operation of justice systems at all levels of government and provides financial and technical support to state, local, and tribal governments to develop information systems related to national criminal history records, records of protective orders involving domestic violence and stalking, sex offender registries, and automated identification systems used for background checks.

BJS's major initiatives for FY 2013 focused on enhancing the usefulness of its statistical information, improving its survey methodology and furthering use of administrative or operational data for statistical purposes. These initiatives cut across BJS's statistical programs, allowing any particular program to reflect more than one initiative. The following programs best illustrate BJS's priorities.

The National Crime Victimization Survey

To produce more reliable, valid, and relevant estimates for stakeholders attempting to understand and respond to the nation's crime problem, BJS is implementing three initiatives begun or in progress during FY2013. They include the redesign of [the National Crime Victimization Survey \(NCVS\)](#), the subnational victimization program, and the rape/sexual assault measurement project.

The NCVS is an annual data collection conducted by the U.S. Census Bureau for BJS from a nationally representative sample of about 90,000 households, comprising nearly 160,000 persons, on the frequency, characteristics, and consequences of criminal victimization in the United States. The NCVS collects information on nonfatal personal crimes and household property crimes both reported and not reported to police. The NCVS redesign project examined the current content and organization of the NCVS questionnaire. It added new content to identify potentially high-risk groups, including veteran status, citizenship, sexual orientation, and disabilities. It is expanding the criminal incident form to collect more information about the perpetrator, the context of the incident, and the types of services victims seek and receive.

Because crime, law enforcement and criminal justice policy are all primarily local rather than national issues, BJS supports research to extend the usefulness of the NCVS by expanding its geographic detail. Local crime problems and trends may vary substantially from national patterns. Many personal crimes such as sexual assault and domestic violence, for example, are not reported to police. BJS's current research aims to give local authorities tools to help them understand why citizens do or do not contact and cooperate with the police. Moreover, having more information about crime in relation to other social, economic and political factors is essential to understanding the changes in levels of crime and provides a rationale for planning and allocating scarce government resources.

Finally, BJS is researching ways to develop and test two different survey designs for collecting self-report data on rape and sexual assault. The proposed work will enhance our understanding of the discrepancies that arise from differing self-report methodologies and will help us design the optimal ways to measure these crimes.

The National Survey of Victim Services Organizations

[The National Survey of Victim Services Organizations \(NSVSO\)](#) aims to fill important information gaps in our understanding of the nation's response to victims of crime. For more than two decades, the Office for Victims of Crime and the Office on Violence Against Women have been working to promote justice through the delivery of support services to victims of crime. However, relatively little research has been done to demonstrate the extent and effectiveness of this service infrastructure.

BJS has worked with its primary data collection agent, the [RAND Corporation](#), and an expert panel from the field to design a survey instrument to collect data from victim services organizations about the range of services being provided to crime victims, how many victims are being served each year, and how many victims are seeking unavailable services. The NSVSO will also provide information about the organizations and agencies that comprise the victim service field, including how they are funded and the resources they need to provide certain services.

NCS-X and the Development of a National System of Incident-Based Crime Statistics

The major source of law enforcement data about crimes known to the police is the [FBI's Uniform Crime Reports \(UCR\)](#). The UCR consists of aggregate counts of eight categories of crime that collectively comprise the FBI's Crime Index. For the most part, the UCR statistics cannot be broken out by the attributes of the criminal incident, such as the victim-offender relationship, the age or location of the incident, or the use of a weapon. So BJS initiated and leads the [National Crime Statistics-Exchange \(NCS-X\)](#) and enhanced the [National Incident Based Reporting System \(NIBRS\)](#) to develop a national system of incident-based statistics from law enforcement and the [Committee on National Statistics \(CNSTAT\)](#). The initiative will enable NIBRS to produce national statistics of reported crime that are both timely and detailed, improving our knowledge about specific types of victims and victimizations as well as improving our ability to respond to and prevent crime.

Criminal History Record Improvements

The information stored in state criminal history repositories serves a myriad of public policy needs, such as providing information to law enforcement officers about suspects; enabling background checks on firearms purchases; and getting criminal history information to sentencing judges and prospective employers. BJS has long championed the use of these records for statistical purposes, and expanded their use during FY 2013, when it developed a comprehensive data collection series to study the post-release outcomes of former prisoners to help inform evidence-based policies. Among the most important measures of recidivism to the criminal justice field are the rates at which former inmates are rearrested, reconvicted, and reincarcerated, including whether the reincarceration is due to a parole violation or a sentence for a new crime.

Survey of Prison Inmates

During FY 2013 BJS began to prepare for the [Survey of Prison Inmates, 2015](#), a large-scale survey of a nationally-representative sample of state and federal prison inmates to be conducted in 2015. This survey is the seventh in a series BJS began in 1974, and is the largest and most comprehensive. The primary purposes of this survey are to generate nationally-representative estimates of the characteristics of prisoners and to track changes in the prison population over time. The survey conducts studies of prisoners on such topics as measuring the harm that prisoners caused to society through their crimes and the injury they perpetrated on victims, their risk of reoffending measured by their criminal histories and behavior in prison, and their preparation for reentry through their participation in programs and treatment while in prison.

BJS has enhanced the survey's measurement of medical and mental health problems and program participation. The information about medical conditions of inmates, when coupled with other information about their economic status, will be used to generate estimates of impact on the Affordable Care Act. Data such as these will be used by program planners in agencies such as the [National Institute of Mental Health](#) and the [Substance Abuse and Mental Health Services Administration](#), as well as by state corrections administrators, to develop strategies and programs to reduce recidivism.

Dissemination of BJS Reports and Data

BJS enabled OJP and the Justice Department to answer the White House call for open data by contributing 654 datasets to data.gov. It answered the call to release an application programming interface (API) during FY 2013 with its release of the [NCVS API](#), a dynamic feed that allows developers and researchers to retrieve up-to-date information in the manner that best suits their needs, on mobile applications, websites, or other formats. The NCVS API is one way BJS and OJP are meeting the government's information-centric and customer-centric approaches to sharing information called for in the recently released [Federal Digital Strategy](#).

NATIONAL INSTITUTE OF JUSTICE: STRENGTHENING THE SCIENCE

The National Institute of Justice's (NIJ) mission is to generate scientifically rigorous knowledge through research and to disseminate that knowledge in ways that are useful to policymakers and practitioners such as police, prosecutors, judges, correctional officials and victim advocates. By translating scientific discoveries into policy and practice in order to prevent, reduce, and manage crime in all aspects of NIJ research, the Institute aims to create a dynamic interface between research and practice. Following are NIJ's key initiatives in FY 2013.

NIJ was created in 1969 and has been in the forefront of nearly every innovation in criminal justice research and policy ever since. Understanding the nature of criminal careers, the effects of sanctions, the ways technology can improve practice, and the operations of the criminal justice system have all been deeply influenced by NIJ research findings.

Broadening Our Reach to Scientists via Challenge.gov

In order to seek the best and brightest ideas from a broad range of disciplines, NIJ issued the Department of Justice's first [Challenge.gov](#) competition in FY 2013. Challenge.gov is a web-based platform supported by the [White House Office of Science and Technology](#). In the Challenge, NIJ asked for innovative, non-destructive approaches to [determine whether in-use body armor retains its ballistic performance over time](#); the final prize was awarded to a team from [Purdue University's School of Aeronautics and Astronautics Engineering](#). This first Challenge demonstrated that the Challenge.gov approach can bring in fresh ideas from disciplines outside the traditional criminal justice research community. Other Challenges issued in 2013 sought to determine costs and benefits of sex offender notification; increase access to mobile broadband services for law enforcement; and develop ultra-high-speed apps that improve criminal justice and public safety services and operations.

Teen Dating Violence

Building on NIJ's already robust portfolio of data on violence against women, researchers are increasingly turning their attention to the under-studied area of [teen dating violence](#). Some of the findings reported in 2013 highlight the need to continue funding research on this topic. For example, a study with a sample of 10 schools in three states found that

- about 25 percent of youth said they experienced some form of cyber dating abuse victimization, with girls reporting more victimization than boys (particularly sexual cyber dating abuse);
- one out of 10 youth said that they had perpetrated cyber dating abuse, with girls reporting greater levels of non-sexual cyber dating abuse than boys and boys reporting more sexual cyber dating abuse;
- victims of sexual cyber dating abuse were seven times more likely to have also experienced sexual coercion than were non-victims; and
- perpetrators of sexual cyber dating abuse were 17 times more likely to have also perpetrated sexual coercion than were non-perpetrators.

Another study focused on the use of orders of protection (OP) by teenage victims of dating violence in New York City, which recently expanded its OP laws to include people under 18 years old. While the researchers found that OPs have the potential to protect teens, they also found that most teens were

unfamiliar with the law that expanded their use, and that without an accompanying network of supportive adults, including parents and teachers, the promise of OPs was limited.

Sexual Assault Kits

Over the past decade, police departments have discovered thousands of [Sexual Assault Kits \(SAKs\)](#) that have never been sent to a crime laboratory for testing; no one knows how many kits are in storage in police departments, how old the kits are or why they were not sent for testing. In 2013, NIJ and BJS began exploring scientific methods to get an estimate, and NIJ has been analyzing findings from several ongoing studies to understand the nature and extent of the problem. Studies in four cities are shedding light on the problem and finding that there are many and varied reasons why kits are not tested, and so far no direct correlation to untested kits and improved criminal justice outcomes in sexual assault cases.

Gun Safety Technology Research

In 2013, NIJ issued four new awards to study gun violence:

- A Tale of Four Cities: Improving Our Understanding of Gun Violence, Michigan State University
- Disrupting Illegal Gun Transfers, RAND Corporation
- Reducing Youth Access to Firearms Through the Health Care Setting, University of Colorado-Denver
- Epidemiology of Crime Guns: From Legal Sale to Use in Crime, International Association of Chiefs of Police

NIJ scientists published [A Review of Gun Safety Technologies](#) in June 2013. The report noted that while personalized firearms (“smart guns”) are not currently commercially available in the United States, several products are at a technology maturity level that that could at least be described as potentially marketable or “pre-production.”

Strengthening Forensic Sciences

NIJ’s long-term research agenda is founded on [strategic goals](#) that inform program-specific research objectives. At the heart of the planning process is the need to balance the state of current research knowledge with the pressing needs of criminal justice practitioners and policymakers. Each of NIJ’s portfolios, including forensics research, pursues a research agenda that incorporates several kinds of knowledge-building activities. The activities include basic and applied research questions, program evaluation needs, and opportunities to develop and test new interventions and strategies.

Activities within NIJ’s research and development portfolio in the forensic sciences fall into six major categories:

- DNA
- pattern and impression evidence
- trace evidence
- crime scene investigations
- medicolegal death investigations
- controlled substances and toxicology.

A major component of NIJ’s forensics work involves collaboration with Department of Justice sister agencies (especially the FBI and ATF), the Department of Commerce’s National Institute of Standards and Technology (NIST), the National Science Foundation (NSF), and the White House Office of Science and Technology Policy. All activities focus on enhancing accuracy, reliability and measurement validity within the many forensic science disciplines.

Specific accomplishments in the forensic sciences in FY 2013 include:

- NIJ and NSF continued to advance activities made possible by the signing of a Memorandum of Understanding (MOU), allowing NIJ and NSF to leverage their resources for identifying and funding worthy research and evaluation projects.
- NIJ published several products collaboratively, including [*The Biological Evidence Preservation Handbook: Best Practices for Evidence Handlers*](#) (with NIST), [*Handbook for Facility Planning, Design, Construction and Relocation*](#) (with NIST), and an update to [*Crime Scene Investigation: A Guide for Law Enforcement*](#), originally published by NIJ in 2009 (with BJA and NIST).
- NIJ funded interlaboratory studies which made it possible for the American **Society of Testing and Materials** to issue a new standard for forensic glass analysis. The standard will increase a crime lab's ability to identify specific types and manufacturers of glass left at a crime scene.
- With funding from NIJ, researchers at GE Healthcare have developed a platform to streamline front-end processing of biological samples. Instead of a laboratory technician processing one sample at a time, the developments make it possible for a robot to process multiple samples at once. The NIJ-funded technology has since been incorporated into a commercially available robotic workstation operating in forensic laboratories today.
- NIJ has funded multiple projects addressing forensic ballistics and the validity and error rate in the examination and identification of firearm tool marks. In one study published in 2013, researchers confirmed past findings showing that firearm tool mark examiners have a low error rate when they examine casings or bullets fired in consecutively manufactured slides. The study found that examiners' length of experience makes no significant difference in the accuracy of their responses. Another study found that examiners had an error rate of less than 0.1 percent when they identified whether cartridge casings were fired from the same gun or different guns.

OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION: UNDERSTANDING YOUTH DEVELOPMENT

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) sponsors research, program, and training initiatives; develops priorities and sets policies on federal juvenile justice issues; and provides funding to states, territories, communities, and private organizations to prevent and respond to juvenile delinquency and child victimization.

One of OJJDP's primary missions is to advocate for our country's most vulnerable children -- those who are victims of violence, crime, and abuse as well as those who are at risk or who have been consigned to the justice system. For youth who enter the system, OJJDP's focus is to make sure they are treated fairly and given opportunities to succeed.

OJJDP's authorizing legislations – [the Juvenile Justice and Delinquency Prevention Act of 1974](#) – established OJJDP to collect data and conduct research and evaluations on a wide variety of issues related to juveniles, offending, and victimization. OJJDP-sponsored research has helped the field identify and understand the factors that put children and youth at risk for delinquency and offending and also those factors that protect children and youth. OJJDP's research underscores the need for developmentally appropriate prevention and intervention programs. Research helps OJJDP make more informed decisions on where best to invest federal resources: three areas of focus in FY 2013 were protecting children; reforming juvenile justice; and mentoring.

Protecting Children

Research has shown that in many cases young people who are victims of violence and abuse are often at greater risk of becoming offenders later in their lives. In FY 2013, OJJDP invested in the following programs and activities to protect children:

- **Confronting Commercial Sexual Exploitation and Sex Trafficking in the United States**
In 2011, OJJDP commissioned the Institute of Medicine and the National Research Council with recommending strategies for responding to domestic commercial sexual exploitation and sex trafficking of minors, legislative approaches to combat the problem, and a research agenda to better understand it. In September 2013, the Institute of Medicine released its report [Confronting Commercial Sexual Exploitation and Sex Trafficking in the United States](#). The research team based its deliberations on three fundamental principles:
 - these crimes should be understood as acts of abuse and violence against children and adolescents;
 - minors who are sexually exploited for commercial purposes or trafficked for sexual purposes should not be considered criminals; and
 - identification of victims and survivors and any interventions should do no further harm.

The report recommends [increasing public awareness and understanding of the issue](#); strengthening the law's response; expanding research to develop prevention and intervention strategies; building multisector and interagency partnerships; and training child welfare, law, education, and health care professionals to identify and aid victims and survivors.

- **AMBER Alert**
The [AMBER Alert](#) Program is a voluntary partnership among law-enforcement agencies, broadcasters, transportation agencies, and the wireless industry to activate an urgent bulletin in

the most serious child-abduction cases. Presently, there are 120 statewide, regional, and local AMBER Alert programs across the country. By the end of 2013, 672 abducted children were recovered as a direct result of an AMBER Alert, and the number continues to grow.

- **Internet Crimes Against Children Task Force Program**

A nationwide network of [61 Internet Crimes Against Children \(ICAC\) task forces](#) investigate and prosecute sexual predators who operate the Internet and other technologies. Every year, the number of investigations that ICAC task forces open continues to rise, as do the number of arrests. **In FY 2013, ICAC task forces received 63,204 documented complaints of child exploitation, conducted 48,641 investigations, and made 6,906 arrests.** In addition, the task forces conducted 56,136 forensic exams of computers and other technology and trained 34,797 law enforcement officers, prosecutors, forensic examiners and community outreach personnel.

Reforming Juvenile Justice

OJJDP urges states and communities to adopt a trauma-informed approach for treating children exposed to violence and a developmental approach to juvenile justice. Over the past decade, states and localities, with assistance and support from OJJDP, have greatly expanded their efforts to keep young people out of the system through front end diversion, community-based programs, and expunging juvenile records.

- **Supportive School Discipline Initiative**

The Department of Justice is partnering with the Department of Education to catalyze reform through the [Supportive School Discipline Initiative](#), which stresses positive approaches to modifying adolescent behavior within the context of school, rather than suspending and expelling students for non-violent behavior.

- ***Reforming Juvenile Justice: A Developmental Approach***

In 2011, OJJDP commissioned the National Academy of Sciences (NAS) to review recent advances in adolescent behavioral and neuroscience research, draw out the implications of this knowledge for juvenile justice reform, and assess the new generation of reform activities. The report, [Reforming Juvenile Justice: A Developmental Approach](#), which NAS released in June 2013, offers recommendations on how policymakers, practitioners, and researchers should address the needs of children who are at risk for involvement in the juvenile justice system.

Mentoring

OJJDP has supported mentoring initiatives for more than 30 years. Research indicates that mentoring, when done properly, can be an effective way to guide young people away from delinquency. Over the years, OJJDP's thinking on mentoring has evolved. Beyond encouraging the simple model of one caring adult serving as a guide and steadying influence in a young person's life, OJJDP has sought ways to reach youth who were not being mentored because of a shortage of mentors, special physical or mental challenges, or other conditions, including where they live. OJJDP continues to fund research to find out what components of the mentoring dynamic are most effective. Among OJJDP's mentoring activities in FY 2013 was the listening session, "[Mentoring Children of Incarcerated Parents](#)," in partnership with the White House's Domestic Policy Council, to explore specifically how mentoring can help this population.

OFFICE FOR VICTIMS OF CRIME: EMPOWERING VICTIMS

The Office for Victims of Crime (OVC) is committed to enhancing the nation's capacity to assist crime victims and to providing leadership to change attitudes, policies, and practices to promote justice and healing for all crime victims. OVC administers programs authorized by the Victims of Crime Act of 1984 (VOCA), as amended, and the Crime Victims Fund (Fund) authorized by this statute.

Vision 21: Transforming Victim Services

OVC released [Vision 21: Transforming Victim Services Final Report](#), in May 2013, after a broad spectrum of stakeholders at the local, tribal, state, national, and federal level intensively examined the current state and future needs of the crime victim assistance field. The *Final Report* describes a watershed opportunity to create transformational change in the field in the 21st century by outlining recommendations for strategic planning, supporting research, addressing enduring and emerging challenges, and building and institutionalizing capacity through innovation.

Prior to the release of the *Final Report*, OVC began to address issues identified in the Vision 21 recommendations with the following activities:

- [OVC's Wraparound Victim Legal Assistance Network Demonstration Project](#) supports six comprehensive networks that offer a wide range of no cost legal services to victims in the aftermath of their victimizations.
- [The National Survey of Victim Service Organizations](#) extends the current data collected through the National Crime Victimization Survey beyond counting the number of crime victims to collect more descriptive information about victims and services.
- The [Bridging the Gap in Victim-Related Research to Practice](#) is OVC's partnership with BJS to begin a national expansion of National Incident Based Reporting System (NIBRS) through its National Crime Statistics Exchange project to improve understanding of types of victimization and subgroups of victims not currently captured by victim surveys.
- OVC's [Through Our Eyes: Children, Violence, and Trauma](#) online video series and resource guides feature a child-centered perspective on violence, promote awareness to a broad audience, and focus on promising practices for working with young victims, especially collaborations among service providers to ensure an appropriate response to every affected child.
- OVC saw results in 2013 from two projects begun in 2011 which were aimed at enhancing services to young male crime victims of color, developing tools to better serve these victims where they are most commonly identified—in hospital trauma centers and in the community. [The National Network of Hospital-Based Violence Intervention Programs](#), operated in partnership with Drexel University, developed Web-based trauma training, and conducted two national symposiums to meet training needs in the field. The second project, operated by the [Center for Court Innovation](#), used an independent researcher to document the types and levels of victimization among this population. Findings from the community research study inform the development of training resources for community-based violence interrupter programs.

Funding to Serve Victims of Human Trafficking

OVC teamed up with BJA to fund the [Enhanced Collaborative Model to Combat Human Trafficking](#) grants to 26 organizations which provide funding for law enforcement task forces. Through this program, grantees ensure that trafficking victims have access to a full range of comprehensive services, including

shelter, advocacy, case management, legal services, and health care. In 2013, 1,511 victims were served with these funds.

Improving Services for Military Victims of Sexual Assault

OVC developed the interactive two-day curriculum, [*Strengthening Military-Civilian Community Partnerships to Respond to Sexual Assault*](#), in collaboration with the Defense Department's Sexual Assault Prevention and Response Office (SAPRO), the Pennsylvania Coalition Against Rape, the National Sexual Violence Resource Center and, the Office on Violence Against Women. OVC TTAC and project partners are marketing it to advocates near military installations with the highest incidents of sexual assaults. OVC TTAC is offering a "training of trainers" program to qualify 51 professionals, including community-based victim advocates, military sexual assault response coordinators, and judge advocates, to conduct the course across the U.S., Guam, and Puerto Rico.

Using Telemedicine to Reach Underserved Victims of Sexual Assault

Sexual assault victims' unique medical, emotional, and forensic needs require a trauma-informed approach. While access to [Sexual Assault Nurse Examiner \(SANE\) programs](#) and other types of medical forensic expertise is not uniformly available across the country, **telemedicine**, using technology to provide care from a distance, has proven it can expand access to treatment while significantly reducing costs. OVC and NIJ, joined by the [Massachusetts Department of Public Health SANE Program](#), the U.S. Navy, and the Indian Health Service, are supporting the development of the first telemedicine center to provide 24/7, 365 days-a-year remote expert consultation by Massachusetts SANEs to clinicians caring for adult and adolescent sexual assault patients. The center established pilot projects at two military medical facilities in California and Florida to perform telemedicine consultation during sexual assault forensic exams. Future sites will include rural jurisdictions and correctional facilities.

Response to Mass Violence

OVC collaborates with federal, state, and local partners to ensure that victims and survivors of devastating community events receive the physical, emotional, and financial support they need to rebuild their lives. Through the Antiterrorism Emergency Reserve—a fund established after the Oklahoma City bombing in 1995—OVC administers three primary programs: the [Antiterrorism and Emergency Assistance Program \(AEAP\)](#), the [International Terrorism Victim Expense Reimbursement Program \(ITVERP\)](#), and the [Crime Victim Emergency Assistance Fund \(CVEAF\) at the FBI](#). Victims received support in the aftermath of the January 2013 school bus shooting and child kidnapping in Midland City, Alabama and the Sandy Hook Elementary School shootings in December 2012 in Newtown, Connecticut. OVC also provided consultant support to the Massachusetts Office for Victim Assistance to conduct a needs assessment and to help draft the AEAP grant application to support nearly 1,000 victims of the Boston Marathon bombings in April 2013.

OFFICE OF SEX OFFENDER SENTENCING, MONITORING, APPREHENDING, REGISTERING, AND TRACKING (SMART)

Authorized by the Adam Walsh Child Protection and Safety Act of 2006, SMART protects the public by supporting the national implementation of a comprehensive sex offender registration and notification system.

The Sex Offender Registration and Notification Act (SORNA)

The SMART Office continued to help 227 states, territories and tribes implement Title I of the Adam Walsh Child Protection and Safety Act of 2006, or [SORNA](#). As of the end of FY 2013, 79 jurisdictions (17 states, 59 tribes and three territories) had substantially implemented SORNA's requirements, with tribal communities exceptionally well-represented in this group. SMART has provided substantial implementation reviews for 43 states and territories, and has received more than 100 tribal packages for review.

In FY 2013, SMART awarded funding to 47 jurisdictions, including 15 tribal jurisdictions, to support SORNA implementation. Additionally, the SMART Office continues to support the maintenance, operations and enhancements of the [National Sex Offender Public Website](#) (NSOPW) and the [Tribe and Territory Sex Offender Registry System](#) (TTSORS). NSOPW links to state, territory, and tribal sex offender public websites and allows the public to search for registered sex offenders on a national scale. It also provides sexual assault prevention and education materials to the public on the website and a related NSOPW Facebook page.

The Sex Offender Management Assessment and Planning Initiative (SOMAPI)

In 2011, the SMART office began work on [SOMAPI](#), a multi-phased project designed to assess the state of research and practice in the field of sex offender management and to make recommendations to OJP partner bureaus and offices about best practices and future funding. The project included a Sex Offender Management Research and Practice Discussion Forum at OJP, with approximately 60 national experts in the field of sex offender management participating. The goal of the forum was to review findings from phase one of the project, make recommendations to SMART and OJP about potential future areas of policy, funding and research, and present findings at an upcoming SMART National Symposium on Sex Offender Management and Accountability, which is phase three of the project.

Sex Offender Treatment, Intervention and Progress Scale (SOTIPS)

[SOTIPS](#), developed in 2001 in Vermont, is a 16-item dynamic risk scale that helps clinicians and community supervision officers identify and monitor the supervision and treatment needs of adult sex offenders. The SMART Office provided FY 2013 funds for training and technical assistance and to support additional data collection and training activities for two SOTIPS implementation sites, New York City and Maricopa County, AZ.

Circles of Support and Accountability (COSA)

The COSA model is a supervision strategy involving the use of community volunteers to support individual sex offenders, while holding them accountable to their self-monitoring plans, typically

following completion of legal supervision. In collaboration with SMART, NIJ conducted an [evaluability assessment of the COSA model](#).

Youth with Sexual Behavior Problems Program (YSBPP)

Since 2010 OJJDP and the SMART Office have partnered in [YSBPP](#), a program to support comprehensive, community-based interventions with sexually troubled youth aged 10-14. In FY 2013, OJJDP and the SMART Office funded new sites, provided training and technical assistance on comprehensive, multidisciplinary approaches to treating youth with sexual behavior problems and their child victims, and documented the evolution of intervention models developed to respond to these cases.

OJP OPERATIONS AND MANAGEMENT

Effective and proper stewardship of taxpayer dollars – a top priority of OJP – requires, above all, meticulous attention to grant management. During FY 2013 OJP improved every step in the grants-management process, starting with Pre-Award Analysis and Review. OJP’s financial office analyzed the fiscal integrity and financial capability of almost 3,000 prospective grant award recipients, including state, local, and tribal governments; educational institutions; and nonprofit and commercial organizations.

During three two-day Financial Management Training Seminars in FY 2013 OJP gave financial training and guidance to 118 grantee participants, and served an additional 67 participants during six ad-hoc training sessions, which received highly positive evaluations from those attending. In addition, OJP provided innovative online grants financial management training, first implemented in FY 2012, for all DOJ grant recipients.

OJP has most recently focused on a risk-based, data analytics driven approach to oversight and monitoring. As stewards of federal funds, OJP systematically assesses grants against a set of 32 risk factors. In FY 2013, among all the grants assessed as high priority, program offices selected over 42 percent for monitoring, compared to selecting less than eight percent of those assessed as low priority. Similarly, data show that of grantees that have not received in-depth monitoring in the last four years, 85 percent received a low priority score, indicating that OJP has dedicated its resources to monitoring those that pose the most risk to OJP. OJP also added a factor into risk assessment considerations related to use of funds for conferences, resulting in targeted financial monitoring. As part of its pre-approval process, OJP completed the financial review of almost 1,500 OJP-sponsored conferences in FY 2013.

In FY 2013 OJP had an active grant portfolio of nearly 15,000 grants, totaling \$11 billion. At the end of the fiscal year, OJP had completed in-depth programmatic monitoring on 851 or seven percent of open and active grants, exceeding its statutory requirement to monitor 10 percent of total award funding by over \$800 million. OJP’s risk-based model is seen as a best practice by other federal agencies, which often seek OJP’s help to replicate similar models.

OJP continues to work closely with its grantees and the Office of the Inspector General to address and correct issues identified in grant audits. In FY 2013, OJP’s statistical review of grant and non-grant expenditures for improper payments found very low improper payment rates. OJP closed 121 of the 327 open single and OIG grant audit reports, representing the resolution of 332 findings and the return of \$1.6 million to the federal government for unallowable or unsupported costs. OCFO performed on-going, comprehensive analysis on outstanding debt, working closely with the Department of the Treasury to collect approximately \$1.1 million in debt. As a result of on-site financial monitoring, OCFO also recovered more than \$1.9 million in improper payments that had been made by grantees.

OJP’s FY 2013 financial statements were successfully consolidated with the Bureau of Alcohol, Tobacco, Firearms and Explosives; the Bureau of Prisons; the Drug Enforcement Administration, and the Department’s Offices, Boards, and Divisions. In an independent audit of our annual financial statements OJP received an eighth straight unqualified audit opinion, demonstrating that our financial management activities are carried out consistent with all applicable laws, regulations, and policies, thus ensuring the credibility of OJP’s financial and budgetary data.

Finally, OJP prides itself on its Customer Service. In FY 2013 we responded to almost 26,000 grantee inquiries, each within two working days of the customer’s request. To improve the overall quality and consistency of responses by our customer service representatives, we developed a comprehensive library of customer focused and standardized responses to common inquiries. We established a centralized e-mail box for questions and responses and added a link to the email signature block of each customer

service representative, allowing the grantee to automatically send a follow up comment/question to management. These initiatives have significantly improved the ability of OJP's management to monitor and assess the quality of responses provided to grantees, recognize high quality service on an individual basis, identify trends and patterns, and intervene where additional attention may be needed.