



The Impact of the Byrne Justice Assistance Grant Program

How Byrne JAG is Changing the Criminal Justice System

The Byrne Justice Assistance Grant program (Byrne JAG) is the nation’s cornerstone crime-fighting program, supporting the federal government’s crucial role in spurring innovation, as well as testing and replicating evidence-based practices in crime control and prevention nationwide.

Byrne JAG’s hallmark is its flexibility. States, localities and tribal nations are able to deploy Byrne JAG funding against their most pressing public safety challenges. It allows communities to design complete programs, fill gaps, leverage other resources, and work across city, county and state lines. Byrne JAG funds can be used across the criminal justice system – for prevention, enforcement, courts, prosecution and defense, corrections, victim assistance, and other community-based support. Only when the criminal justice system is in balance can it function fairly, efficiently and cost effectively.

State Administering Agencies (SAA) conduct coordinated and transparent strategic planning and implement structural reforms that improve the administration of justice, while saving taxpayer money. With a structure and process that varies by state, SAAs use strategic planning to analyze crime trends, evaluate the priorities of all segments of the criminal justice system, set out a plan for reducing crime and victimization, and guide the use of the grant funds. SAAs are supported in this strategic planning by peer-to-peer technical assistance.

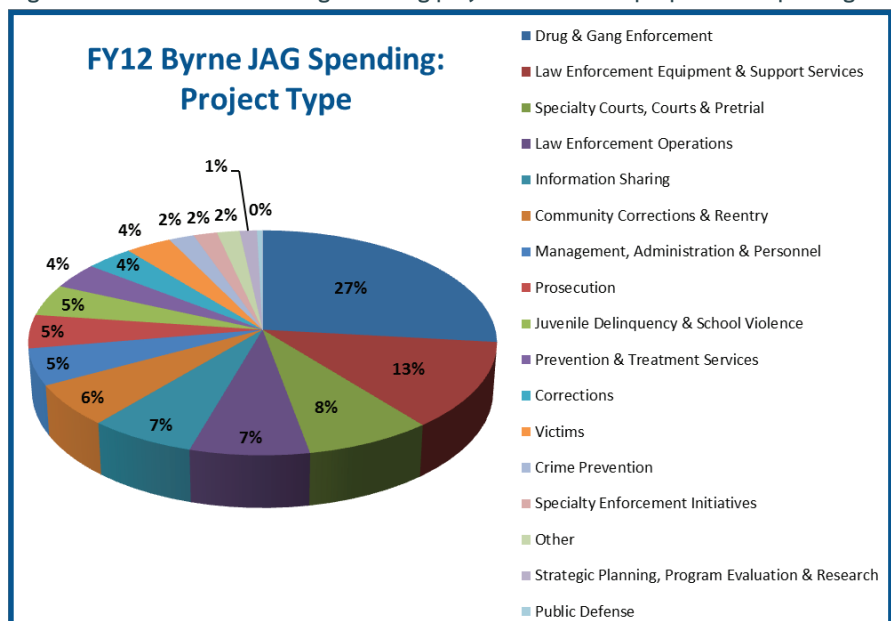
Furthermore, in partnership with the Bureau of Justice Assistance (BJA), SAAs are designing, replicating and implementing evidence-based programs and practices that target the needs identified in their strategic plans, incorporate rigorous research, measure performance, and provide an honest assessment of success or failure. In many states, the SAAs have established training centers that help their local partners develop and deploy evidence-based practices.

Reform Through Byrne JAG

Using Byrne JAG funds, SAAs in nearly every state have made remarkable strides in broadening stakeholder involvement, developing statewide strategic plans, and funding evidence-based and data-generating projects, all for the purpose of improving the justice system and reducing crime. Some examples of these Byrne JAG-funded initiatives are on the pages that follow.

In addition, each year the National Criminal Justice Association (NCJA) collects data from the SAAs on how they spend the state portion of their Byrne JAG funding. The charts throughout this report show the breadth of projects for which Byrne JAG is used in the states. The chart at right shows how states use their Byrne JAG funding by program area.

More can be found throughout the National Criminal Justice Association’s website (www.ncja.org) and the National Center for Justice Planning’s website (www.ncjp.org).



- New legislation in **Connecticut** returns 16- and 17-year-olds to the juvenile justice system, reducing the number of youth sent to the adult system and creating safer communities by strengthening the juvenile justice system and placing emphasis on education and treatment. Connecticut also produces a monthly Prison Population and Community Supervision Report to monitor the release of the incarcerated population. The report helps identify trends in recidivism and assess outcomes throughout the criminal justice system. Based in part on the analysis of trends, the state is using Byrne JAG funds to create innovative programs focused on preventing repeat criminal behavior and supporting successful offender re-integration into the community. For example, the Connecticut Offender Reentry Program (CORP) provides community-based services for serious mentally ill offenders and Crisis Intervention Teams (CITs), a nationally recognized program, provide specialized training to police to de-escalate violent behavior in persons with mental illness. In addition, federal grant funds allowed the state to expedite court cases and investigations by enabling local police to install audio-video recording technology in police interrogation rooms to ensure interviews are conducted to specific standards, and to hire personnel to reduce a backlog in testing DNA evidence at the state's forensic laboratory.
- **Tennessee's** Comprehensive Approach to Addressing Violent Crime targets Byrne JAG funding to medium-sized cities with high crime rates. An intensive statewide planning effort followed to build the capacity of the stakeholder community to design and implement evidence-based programs. Targeted communities take a multi-pronged approach to reducing a specific type of violent crime in their area. Local community-led coalitions use a data-driven strategic plan to implement at least one prevention, enforcement, and offender intervention initiative in a comprehensive evidence-based strategy. Currently, Johnson City, Jackson, Columbia, Clarksville, Murfreesboro, and Cleveland are in the program.

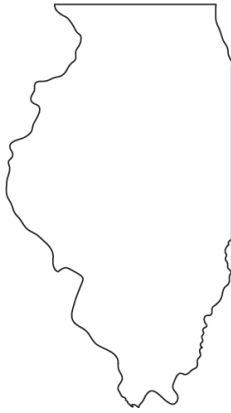


Law Enforcement: Taskforce Accountability

The state of **Washington** is embedding new accountability standards in their multijurisdictional drug task forces. The approach uses a peer review system for oversight and accountability standards that draws upon policies and procedures of the Drug Enforcement Administration and the California Bureau of Narcotics Enforcement. The peer review system encourages the use of sound management practices, policies, and operating procedures in drug enforcement, and assesses each task force's effectiveness,

productivity and impact on illicit drug trafficking in their respective regions.

- **Massachusetts** is adopting numerous cutting edge strategies for reducing crime and prevention victimization. One example is the High Risk Team program for preventing domestic violence homicides based on a model pioneered by the Jeannie Geiger Crisis Center, which itself was based on the applied research of Dr. Jacquelyn C. Campbell, a leader in the study of intimate partner homicide. Byrne JAG will support the expansion of the model, the state has contracted with an outside evaluator to ensure fidelity to the model and to evaluate the effectiveness of this intervention.
- **Pennsylvania's** Mental Health and Justice Advisory Committee and Mental Health and Justice Center of Excellence promote evidence-based strategies for interventions with individuals with mental illnesses and co-occurring substance use disorders. The Center of Excellence provides resources, information, and technical assistance, and conducts systems-level mappings for counties seeking to divert individuals with mental illness and substance abuse from standard criminal prosecution. This collaboration benefits mental health clients, but also promotes public safety by identifying appropriate interventions.

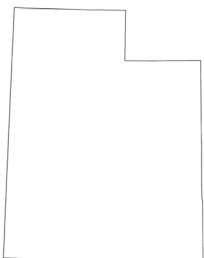


Redeploying Resources to Keep Offenders Out of Prison

Illinois' prisons were 70 percent over capacity, with the majority of prisoners remanded for non-violent drug or property crimes. With the goal of saving money and reducing recidivism by promoting local alternatives to incarceration, the Adult Redeploy program provides financial incentives to counties or judicial circuits to create effective evidence-based rehabilitation and supervision services in the community. In exchange for funding and technical assistance, localities agree to reduce the number of persons remanded to state prison by 25 percent or more. While the initiative is only a little more than two years old, it has already diverted 987 offenders and saved the state an estimated \$16.9 million. Participating counties develop a strategic plan that identifies the targeted offender population and gaps in services/sanctions, and proposes an approach, timeline and detailed budget. Statewide information sharing allows for good data collection and analysis and state agency

staff work with the counties to evaluate program effectiveness. The Illinois Criminal Justice Information Authority tested the Adult Redeploy concept using Byrne JAG funds. It is now entirely state funded.

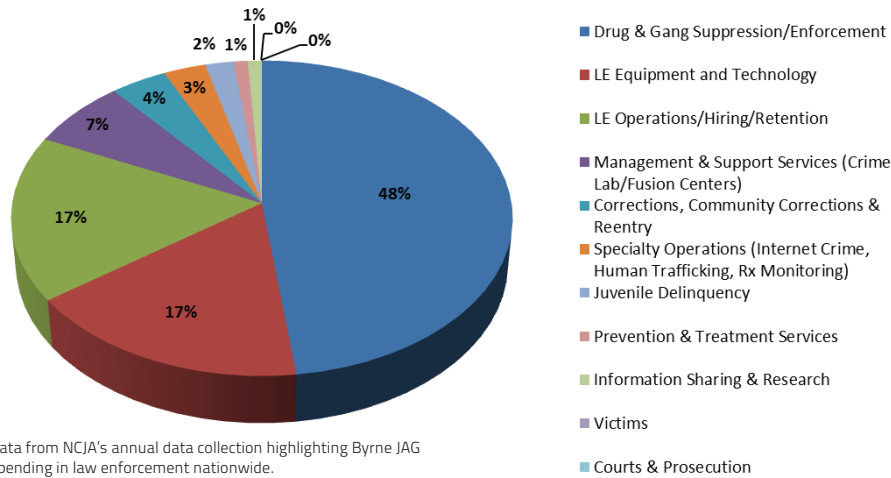
- Overcrowding in **California's** prison system had become unsustainable, and in 2009 the State was court-ordered to reduce its prison population to 137.5 percent of total design capacity by December 2011. The legislature restructured the state's criminal justice system, moving responsibility and funding for probation and parole services from state to local control, with the goal of reducing prison overcrowding, saving taxpayer money, and supervising offenders in the least restrictive, most appropriate setting using evidence-based probation supervision practices, which are tied to performance and accountability. Byrne JAG was used to support the initial implementation. To further support these efforts, a new Board of State and Community Corrections (BSCC) was established as the Byrne JAG state administering agency. Subsequently, BSCC has conducted a comprehensive strategic planning process to develop statewide priorities soliciting input from stakeholder organizations across the criminal justice system. The result of this effort will be a new strategic direction for state funding and for California's Byrne JAG allocation.
- In the Spring of 2011, the **Mississippi** Division of Public Safety Planning's Office of Justice Programs undertook a comprehensive strategic planning process to guide the use of its Byrne JAG funds under the guidance of a strategic planning leadership team and a larger strategic planning advisory committee, which used elements of the Substance Abuse and Mental Health Services Administration's Strategic Prevention Framework Model to guide their work. Central to the process was the gathering of state-specific data on the needs and capacity of the state's justice system, best practices in reducing violent crime and illegal drug use, historical trends, and a comparison of those trends to Mississippi's neighboring states and the nation overall. This data-gathering component was followed by a multi-region forum, multiple focus group interviews, and a paper and email survey to elicit the views, needs, strategies and priorities of local justice officials from across the state, the result of which were gathered into a Byrne JAG Strategic Plan completed in May 2012. One primary plank of the strategic plan is to shift significant resources into diversion and treatment programs, particularly drug courts. New initiatives will be measured and evaluated for effectiveness.



Aligning Grant Making to Strategic Planning & Data Analysis

Utah has completed a comprehensive reform of its grant-making process to better align funding of initiatives with the state's annual strategic planning process. Also, the state now invests only in evidence-based and evidence-generating programs and projects. The Utah Commission on Criminal & Juvenile Justice has also enhanced its funding for program evaluations for its Byrne JAG-funded community corrections initiatives.

FY12 Byrne JAG Spending: Law Enforcement



Data from NCJA's annual data collection highlighting Byrne JAG spending in law enforcement nationwide.

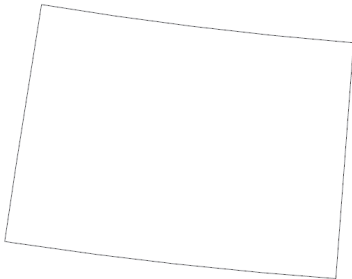
- **Texas** has made significant progress in justice reinvestment, and a portion of the state's Byrne JAG grant funds are used to further the initiative. The Criminal Justice Advisory Council works with the Governor's office, courts, judges, prosecutors, state agencies, and local providers to develop best practices for specialty courts that promote positive changes in behavior and reduce recidivism.

Grant funds help support

the operations of specialty courts, including drug, DWI, mental health, veterans and prostitution courts. Grant funds also support reentry projects, such as the Dallas One-Stop Optimized Reentry System (DOORS), an initiative that coordinates the reentry of offenders with mental illness released from the jail into the community. Offender assessments and partnerships with local agencies allow DOORS case managers to link offenders with local service providers who can best meet the needs of the offender and promote their successful reentry.

- The **Ohio** Community Initiative to Reduce Violence (CIRV) is a local initiative to reduce crime in violence-plagued neighborhoods. Modeled on Boston's original Operation CeaseFire and related programs, it is tailored to the needs of specific communities. A partnership of law enforcement, service providers, and community and faith leaders, together they meet with gang-involved individuals to deliver a unified 'no violence' message and to make available social and remedial services. Cincinnati was the first city in Ohio to implement the model, and Akron, Canton, Cleveland, Dayton, Toledo, and Youngstown are in various stages of implementing the model.
- The successful **Hawaii** Opportunity Probation with Enforcement (HOPE) program allows a court to deliver swift, certain, and proportionate jail consequences for probation violations. The HOPE is interconnected with Hawaii's Interagency Council on Intermediate Sanctions (ICIS) – a joint effort of probation, parole, and corrections – and the Department of the Attorney General and the Department of Health. Started with Byrne JAG funds, ICIS' goal was to reduce recidivism by 30 percent using evidence-based practices. HOPE's design allows a single judge to supervise nearly 2,000 felony offenders while reducing positive drug tests, missed appointments, probation revocations, new

Planning: Capacity Building to Improve Outcomes



Colorado's Evidence Based Practices Implementation for Capacity (EPIC) program is a multi-agency effort aimed at building the capacity of all criminal justice agencies, public and private, to design and implement evidence-based practices. EPIC provides intensive training, coaching and follow up services to practitioners across all elements of the criminal justice system including, corrections, community corrections, parole, probation, and behavioral health. These intensive, multi-step trainings build relationships across sectors, breaking down silos and improving client-focused services.

arrests, and incarceration. A 2013 Kennedy School of Government Innovations in Government award winner, HOPE has been so successful that it is being replicated in communities nationwide.

- **Vermont's** Drug Task Force provides support and resources to local municipalities in combating rural drug crimes by focusing on mid- to high-level dealers who are often beyond the reach of local law enforcement agencies operating alone. A number of Vermont communities have experienced an increase in the presence of gang members and organized criminal groups engaged in drug distribution networks, as well as an increase in the trafficking of heroin, cocaine, crack cocaine, marijuana and prescription drugs. This drug trade is coupled with the illegal trafficking in firearms, which are often traded for drugs and transported across state lines to larger metropolitan areas for re-sale.

Information Sharing: Regional Data Exchange

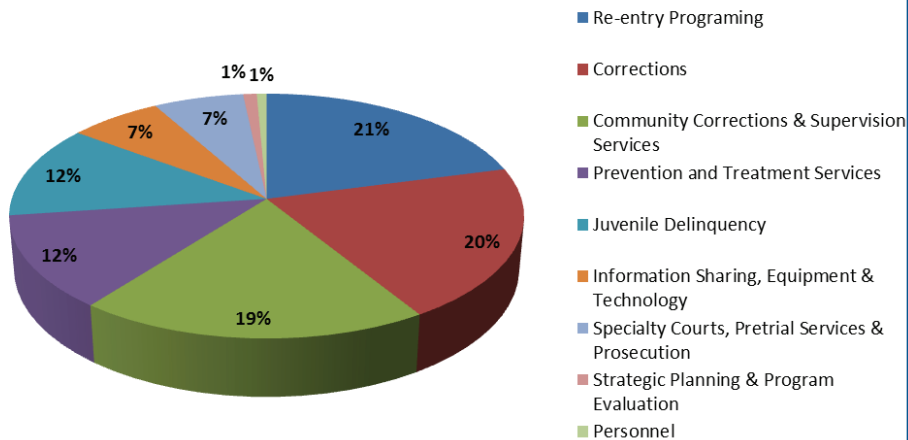
The Mid Atlantic Regional Information Sharing (MARIS) initiative is a cutting edge approach to sharing data across state lines.

Delaware, Pennsylvania, the District of Columbia, Virginia, West Virginia, and New York exchange arrest information with **Maryland** that is matched with probation and parole data nearly in real-time so that probationers/parolees in this densely populated region cannot reoffend in another jurisdiction without detection. In Maryland alone the Department of Probation and Parole received over 5,000 arrest notifications over a period of three years, ensuring that the reporting of parole and probation violations are no longer reported on the honor system. MARIS is now incorporating national standards and moving toward justice information sharing (JIS) through the JIS portals established in Maryland (Dashboard), Delaware (DELJIS), Pennsylvania (JNET), and the District of Columbia (JUSTIS). This process is allowing states to work through a myriad of technology and policy issues, creating a model for other state collaborative efforts. Moreover, the use of national standards makes it possible for MARIS to expand by including other states in this cross-border information sharing initiative.



- **West Virginia** has established the Justice Center for Evidence-Based Practice within the newly formed Office of Research and Strategic Planning (ORSP) to support research, effective planning and coordination, and the use of evidence for informed decision-making. The goal of the Center is to synthesize current research for policymakers and to train practitioners to integrate evidence based policies and practices into their work. A current focus of the Center is to integrate the Level of Service/Case Management Inventory validated assessment tool across West Virginia's criminal justice system from community corrections programs to adult and juvenile institutions. Staff from the ORSP are assigned to work with staff from the various grant programs to assist with developing performance measures for grants and helping to define areas where grant committees may want to innovate.
- Recognizing there is no "off the shelf" evidence-based practice to address domestic and international drug trafficking, **Arizona** is working to better understand the impact of Byrne JAG-funded multi-jurisdictional task forces (MJTFs) and drug-related projects in the state. Arizona's implementation of MJTFs includes a tandem prosecutor component and forensic drug analysis support developed in light of evidence of the downstream impact of enhanced enforcement. In addition, this downstream impact has led to funding probation-based drug monitoring programs and other probation-related services, drug courts, and indigent defense services for drug offenders. Arizona's approach to funding and monitoring the performance of MJTFs and other drug control projects is consistent with a research-based framework that evaluates the performance and effectiveness of the strategy. The Arizona Criminal Justice Commission collects data on a variety of measures and the drug-related outcomes, including drug-related convictions, drugs seized, drug-related overdoses and emergency department admissions. Additionally, the Arizona Statistical Analysis Center, which is co-located with the Arizona Criminal Justice Commission, will be using Bureau of Justice Statistics funding to build the research and data infrastructure needed to inform data-driven decision-making

FY12 Byrne JAG Spending: Corrections & Community Corrections



Data from NCJA's annual data collection highlighting Byrne JAG spending on corrections nationwide.

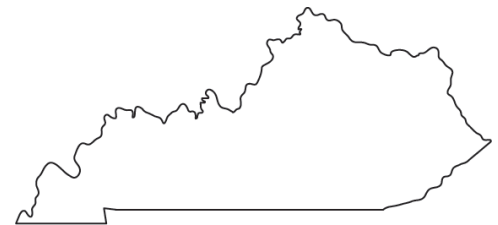
and the implementation of evidence-based practices and policies in Arizona.

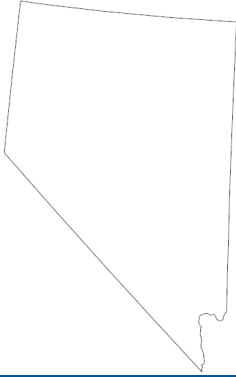
- Arkansas** is investing Byrne JAG funds in a program operating in Pulaski and Perry Counties that provides public defender services to veterans who enter the criminal justice system. Because of its success, the two-year program has been extended. Attorneys assigned to veteran defendants assist them in finding housing and securing health care services through the Veterans Administration.

- Based on previous planning efforts in **Minnesota** involving a wide spectrum of criminal justice representatives, recent sub recipient awards support initiatives in the courts, corrections, prevention and law enforcement areas. All of the funded initiatives are evidence-based or use best practices. Due to the growing acknowledgement of unmet mental health needs, all funded projects include a mental health component. One example is the Carver County jail-based offender release program that includes mental health diagnosis, treatment, and reentry services with the addition of a psychologist and nurse practitioner. This project utilizes the Substance Abuse and Mental Health Services Administration (SAMHSA) toolkit developed for this practice. It also uses the approach to treating co-occurring Mental Health/Chemical Dependency (MI/CD), which is based on best practices developed by the Co-Occurring Center for Excellence (COCE) funded through SAMHSA.
- Louisiana** has used Byrne JAG funding to support pretrial intervention programs to assist the rehabilitation process, prosecution and courts programs, and technology upgrades, including crime lab upgrades, along with necessary training for all areas. Funding is allocated based on data provided by eight policy planning districts, including law enforcement employee data and crime statistics, submitted annually to the Louisiana Commission on Law Enforcement. Their focus is on partnerships and collaborative law enforcement efforts. For example, Byrne JAG funding is being

Courts: Innovative Alternatives to Incarceration

Kentucky's Alternative Sentencing Social Worker Program allows social workers and public defenders to develop and present individualized alternative sentencing plans for offenders to the court as an alternative to incarceration. Individuals in the program stay in the community, receive personalized substance abuse, physical and mental health treatment, and are given access to housing, education, and employment. Caseloads include a mix of juvenile, family, misdemeanor, and criminal court cases in 51 counties. Kentucky has saved over \$1 million in incarceration costs and recidivism has decreased. The program received a 2013 Kennedy School of Government Innovations in Government award. It was also a 2011 National Criminal Justice Association Outstanding Criminal Justice Award winner.





Strategic Planning: Revisiting Legacy Funding

Nevada has undertaken a comprehensive statewide strategic planning process under the guidance of a newly established and broad-based crime commission. One result of this enhanced planning is Nevada's decision to put a time limit on all projects, funding up to 100 percent the first year, up to 100 percent the second year, up to 75 percent the third year, and up to 50 percent the fourth year with no continued federal funding beginning in the fifth year. As a result, for instance, the Churchill County Alternative Sentencing program has shifted entirely to county funding, freeing up Byrne JAG funds for other new and innovative projects. Furthermore, in partnership with their local law enforcement agencies, Nevada has implemented a statewide information sharing initiative and a new localized practitioner training strategy.

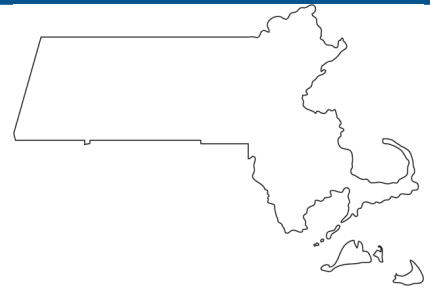
used to support the East Baton Rouge Parish District Attorney's Office in partnership with the Louisiana State Police, East Baton Rouge Parish Sheriff's Office, Baton Rouge City Police and many other local and federal agencies joined in a coordinated effort to reduce gang and group violence. This collaboration resulted in the Baton Rouge Area Violence Elimination (BRAVE) project, a community-policing effort based on the nationally acclaimed Operation Ceasefire. Initially, BRAVE focused on violent offenders as well as drug offenders in the city's historically crime-ridden 70805 zip code. The program uses data to identify and target those most likely to re-offend, involves experienced prosecutors, and offers offenders mentorship and education and substance abuse counseling in an effort to change offenders' behavior. During the first six months of 2013, ten gang members have been successfully prosecuted, several other members are under indictment, one gang has been eliminated, and another severely disrupted. The rate of violent crime in the 70805 zip code has fallen by 40 percent from March 1, 2012, to Feb. 28, 2013. The effort has since been expanded to other high-crime neighborhoods.

- **Alaska** uses the funding to support the continuation of the Statewide Multi-Jurisdictional Task Force and Prosecution program. Alaska's program is a cooperative law enforcement and prosecution effort involving several criminal justice agencies with jurisdiction over different areas of the State, sharing the common goal of addressing illegal drugs and alcohol and violent crime problems in Alaska. The program enables law enforcement and prosecution agencies in different jurisdictions to work together as a single entity with the ability to improve communication, share intelligence, and coordinate activities. This allows for more efficient use of resources and targeting of offenders whose activities cross jurisdictional boundaries. Alaska also provides a large state share of funding to support this program effort.
- The **Florida** Department of Corrections (DOC) implemented a statewide substance abuse screening program that prioritizes inmates on a statewide list for substance abuse programs. DOC utilizes Byrne JAG funds to support the direction of substance abuse treatment activities at designated institutions that focus on the addiction and recovery process, criminal thinking, interpersonal relationships, relapse prevention, values, problem solving, defense mechanisms and changing maladaptive thinking patterns.
- In the **District of Columbia**, Byrne JAG funds have been used to fund programs with substantial emphasis on evidence-based practices for reducing juvenile and adult recidivism. The DC Justice Grants Administration (JGA) in partnership with the Urban Institute, the National Institute of Corrections, Evidence-Based Associates, Washington State Institute for Public Policy, Vera Institute for Justice, the Criminal Justice Center, The Moss Group and others have identified programs and policy strategies to improve services. For FY14 programs, JGA has integrated an evaluation process into the funding design. A consultant will analyze performance measurements (PMTs) submitted by grantees, and guide service providers to improve program designs with proven/best practices. The focus of funding in FY14 is on reentry programs.

- **Colorado** has established a multi-agency training center on evidence-based practices to enhance practitioners' understanding of evidence-based offender supervision, case management and service practices.
- **Iowa** supports reentry coordinators who develop reentry case plans and work with the parole board, correctional staff/services, community corrections, and local service providers to ensure offenders transition into the community with skills and services in place to improve the probability of a successful transition back to the community. This project was initially funded and tested with a Byrne JAG grant and now is supported entirely with state funds. The project reported a two-day reduction in parole processing time, a thirteen-day reduction in attaining employment, and a five-day reduction in parolees accessing community treatment services.

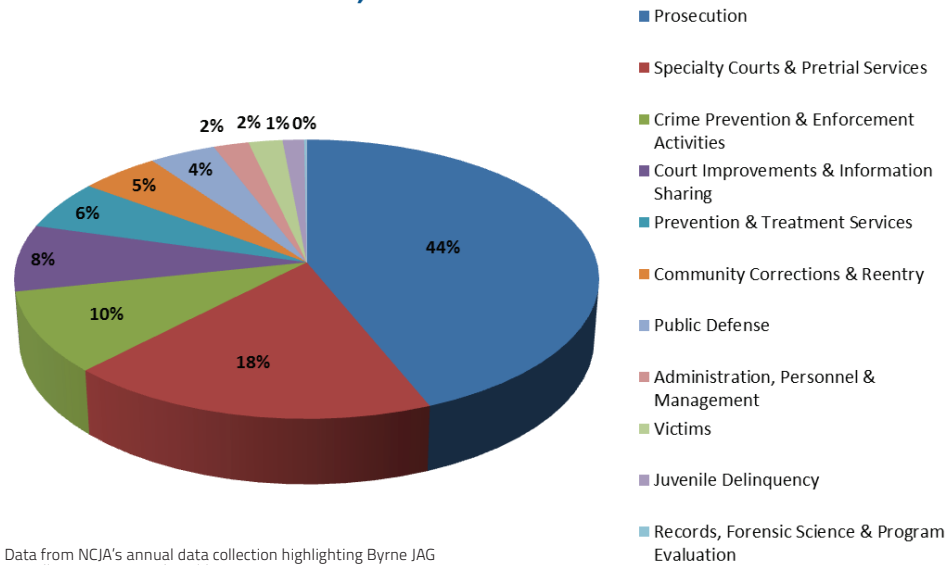
Planning: Cost-Benefit Analysis for the Entire System

Massachusetts is one of 14 states participating in the Pew-MacArthur Results First Initiative/Special Commission to Study the Criminal Justice System. The product of this work will be a cost/benefit analysis designed to evaluate the return on investment of the evidenced-based programming occurring currently in Massachusetts. In addition this analysis will offer recommendations on administrative, policy, and statutory changes to reform the criminal justice system. Byrne JAG funds will be used to expand the use of evidenced-based practices and programming across the entire system. Evaluators will monitor implementation, ensure fidelity to the practice being replicated, and evaluate effectiveness.



- **Alabama's** Crime Prevention Training Center provides prevention training and assists localities in implementing evidence-based programming to reduce crime and lower rates of victimization. The center provides continuing education for Alabama's law enforcement free of charge.
- **Oregon** just completed the initial phase of a Justice Reinvestment Initiative resulting in a significant investment of state funding to support community based services, sanctions and programs. Since 2009, most of Oregon's Byrne JAG awards have targeted evidence-based programs in local criminal justice systems, primarily adult drug courts and offender reentry services. As a result of using Byrne JAG awards for evidence-based services, combined with the recent Justice Reinvestment Initiative efforts, Oregon has created a promising foundation for future financial support of these important criminal justice programs. A recent evaluation of Oregon's reentry services showed a 33 percent drop in recidivism, compared to a control group, as defined by new felony charges. Reentry services are for adult offenders transitioning from state prison who have substance abuse and/or co-occurring disorders. Treatment services for these offenders begin in prison and are continued after their release into the community. In addition, offenders receive coordinated mental health treatment, employment counseling, assistance with housing, and access to GED programs.
- With its Byrne JAG funds, **Pennsylvania** supports local criminal justice planning boards in 63 of its 67 counties. These countywide boards bring together the key policymakers from a range of disciplines in criminal justice and behavioral health. As a condition of future funding, the local planning boards must measure and report program performance to the state planning agency.
- **Rhode Island** deploys the majority of its Byrne JAG funds on statewide projects focused on recidivism reduction, including re-entry projects, addiction recovery projects and skill building initiatives, such as the Access to Employment for Transitioning Offenders Project, which coordinates pre- and post-release employment, comprehensive rehabilita-

FY12 Byrne JAG Spending: Prosecution, Courts and Public Defense



Data from NCJA's annual data collection highlighting Byrne JAG spending on courts nationwide.

tive services, transitional planning and community resource referrals; the Family Reunification Project with its emphasis on domestic violence and group family reunification educational programming for inmates planning to return home to their families upon release; and various employment readiness initiatives. Each of these projects is guided by performance data and funding priority is determined by these evaluations and results.

- Alabama, Kansas, Nebraska, and Wyoming

are the founding states in CONNECT, an information sharing consortium that provides a structured way for each state's criminal justice information sharing organization to collaborate with their peers to solve specific challenges. The consortium builds on the work of the Global Justice Information Sharing Initiative (Global). CONNECT publishes lessons learned and shares the work products freely with practitioners nationwide.

- Wisconsin's local Criminal Justice Coordinating Councils (CJCCs) implement a variety of evidence-based, local supervision programs such as risk reduction treatment courts, deferred prosecution programs, universal screening assessments, and Crisis Intervention Team (CIT) training. New CJCCs conduct needs assessments of their current criminal justice systems and prioritize funding based on those findings. The risk and needs assessments are used to divert defendants into treatment programs that target non-violent adult and juvenile offenders, both to reduce overall

Investing Statewide in Accountability Courts

Faced with a rising prison population and the increasing cost of housing inmates, Georgia has invested in a variety of sweeping reform initiatives, including the expansion of residential substance abuse treatment for offenders, the establishment of a statewide accountability court system focused specifically on non-violent offenders with a history of substance abuse and/or mental health issues, and a recent juvenile justice reform initiative to enable the diversion of low-risk youth to community-based programs as an alternative to incarceration. Georgia's Criminal Justice Coordinating Council uses Byrne JAG and other federal funds to support these reform efforts by providing funding for programs that meet the goals of the reform strategies and that are evidence-based and evidence-informed. One example is the Department of Corrections' Strategic Intervention Program (SIP) which diverts qualifying offenders sentenced to prison for two years or less from regular hard beds to three and six-month residential substance abuse treatment programs at one facility, followed by release to community supervision that includes aftercare.



Research: Partnerships to Provide Real World Solutions

The **Ohio** Consortium of Crime Science brings together researchers from Ohio's colleges and universities with practitioners and policymakers to provide evidence-based solutions to the real-world problems faced by local criminal justice agencies. This academic-practitioner partnership uses the agriculture extension service as its model. Topics span the range of the criminal justice system, and services include research and evaluation, data collection and analysis, technical assistance, training, and the sharing of best practices across jurisdictions.



costs and to direct resources to more serious and violent offenders. Also Research-Based Smarter Sentencing applies the latest, high-quality research to the practices of plea negotiation, sentencing, and revocation in local criminal justice systems.

- **Virginia** has changed how subgrantees apply for Byrne JAG grant funding. Virginia's Department of Criminal Justice Services prioritizes needs and solicits from potential applicants short concept papers based on those priorities. Those proposing evidence-based solutions to clearly defined needs, or approaches with proven track records, are then invited to submit full grant applications. The others are offered training and technical assistance in evidence-based approaches.
- The **Montana** Board of Crime Control (MBCC) has revamped its NIBRS repository, the Montana Incident-Based Reporting System (MTIBRS), which is used by about 100 local law enforcement agencies statewide. The newly designed online repository provides a secure way for local agencies to enter or import crime data, and allows local agencies and the public to generate incident-based crime statistics. Users can see reports based on offense, offender/arrestee, victim, and property data elements or create custom reports using data back to 2005. Also, drug task force activity can be easily separated and distinguished from regular law enforcement activities.
- The City of Flint, **Michigan** participated in the Data Driven Approach to Crime and Traffic Safety (DDACTS) method of evidence-based policing to reduce crime and crash rates in Flint. DDACTS integrates location-based crime and traffic crash data to effectively and efficiently deploy law enforcement and other resources to reduce the incidence of crime, crashes and traffic violations. Using geo-mapping to identify areas through temporal and spatial analysis that have high incidences of crime and crashes, DDACTS saturates those locations with highly visible traffic enforcement. For example, the Flint, Michigan Police Department used a DDACTS award to hire a crime analyst, proving so beneficial



Bringing Evidence to Juvenile Justice

The **Tennessee** legislature has mandated that all juvenile justice funding be used for evidence-based programs and their implementation at the local level. Tennessee's Office of Criminal Justice Programs, through a grant to the University of

Tennessee, conducted the first-ever statewide conference on evidence-based programs in the criminal justice field. The conference consisted of three tracks: community crime prevention/juvenile justice, law enforcement, and offender intervention. The Conference sought to assist local communities, their leadership and community-based programs in understanding the importance of evidence-based programs and using data to evaluate their programs. It highlighted the decline in funding and the need to provide programs to address community based problems that have been proven to be effective.

that Flint continues to fund the program with local funds. Additionally, the Michigan State Police use DDACTS to maximize their efforts and streamline their deployment of troopers to “hot spots” within Flint. In 2012, DDACTS in Flint resulted in 7,362 traffic stops, 408 felony arrests, 1,518 fugitive arrests, 270 felony narcotic arrests, and 231 arrests for weapons violations.

- **Maryland’s** Security Integration initiative breaks down silos and gathers and analyzes information from all criminal justice agencies to understand crime trends and inform policy, including priorities for Byrne JAG grant funding. Maryland has put a particular emphasis on the Law Enforcement Dashboard, an automated data consolidation tool that enables law enforcement officers and other public safety professional to access and share information from over 90 separate sources with a single logon.
- In **Pennsylvania**, the District Attorney’s Office has partnered with the University of Pennsylvania to develop an automated risk-prediction assessment tool to aid prosecutors in classifying an offender’s risk level at the outset of a criminal prosecution.



Evaluation: Data Analysis to Prevent Crime & Victimization

New York is at the forefront of using data analysis to prevent crime and reduce victimization. With over 500 local police agencies, 62 locally elected county district attorneys, and 58 local jail systems, strong local partnerships are critical. Operation IMPACT is a program that targets funding to the 17 counties outside of New York City with the highest volume of violent crime. In order to receive an IMPACT grant, these jurisdictions must use data-driven strategies to reduce and prevent crime, and must meet monthly at the local level to share information to target efforts. The State also established Crime Analysis Centers

in the four IMPACT counties with the highest volume of violent crime. These Centers share data with the state’s fusion center and established intelligence centers. Each Center is governed by a board made up of representatives of local criminal justice agencies. The State has also established crime analysis capabilities in the remaining 13 targeted jurisdictions. New York also collects data from a myriad of city, county and state sources, analyzing where crime is occurring and which policy strategies are working. A key to the effort’s success is the monthly reporting of local data, which is shared back with the locals and routinely used by both state and local entities to monitor progress, inform strategy and target resources.

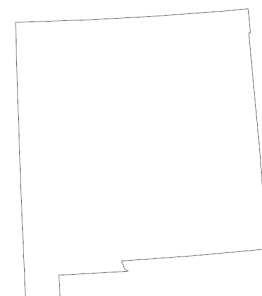
- Another cutting edge strategy from **Massachusetts** is funding for local action research partners for cities that receive state-funded gang prevention grants, a program based on the Office of Juvenile Justice and Delinquency Prevention’s (OJJDP’s) Comprehensive Gang Model, which has been validated by outside evaluators and is listed as a promising practice by the Office of Justice Programs (OJP) (see www.crimesolutions.gov). A statewide research partner will oversee the work to strengthen the collection of data, set and evaluate outcomes, and establish common definitions of measures and activities across the entire program. The goal is to strengthen service delivery and program evaluation, as well as to prepare sites to compete for money that may be available through social financing or “pay-for-performance” grant programs.
- Legislation passed in 2005 in **Wisconsin** authorized funding for research-based Treatment Alternatives and Diversion (TAD) demonstration projects, such as diversion, drug courts and other pretrial justice programs, in urban and rural counties across the state. The program is overseen by a partnership of state agencies, focusing attention on the criminal justice system as a whole and tied together by an evaluation strategy. Evaluations of the programs show that offenders are being diverted from incarceration, recidivism has decreased, and prison and jail bed needs have been reduced. Furthermore, costs are down. For every \$1 spent on a variety of treatment alternatives to incarcera-

tion, the return on investment is \$1.93. Funding for this program has roughly doubled with an additional \$1 million appropriated in each of the next two years of the state's biennial budget.

- **Michigan's** Smart Justice plan targets Saginaw, Detroit, Pontiac, and Flint, the four urban centers that habitually rank amongst the nation's most dangerous cities. The plan uses data to evaluate law enforcement, criminal justice system reform and crime prevention initiatives with help from all levels of government, as well as other community partners. Byrne JAG supports multiple facets of law enforcement and youth programming in these cities.

Planning: Basing Grant Making on Planning and Analysis

Since May 2012, the **New Mexico** Department of Public Safety has completely transformed its Byrne JAG grant making process, moving away from entitlement funding to one based on extensive data analysis, comprehensive strategic planning, evidence-based practices, performance measurement and careful oversight. As a first step, the Department worked with the VERA Institute of Justice - Cost Benefit Knowledge Bank to institute the use of Cost Benefit Analysis (CBA) in its program application and evaluation processes, a paradigm shift requiring the use of economic indicators to determine the cost effectiveness of programs and requiring an extensive training program for the Department's partners. A working group on law enforcement costs was appointed to develop a CBA model for New Mexico that quantifies law enforcement costs, allowing the state to establish economic indicators on a program's potential financial worthiness and effectiveness. Building on this work, the Department restructured its Byrne JAG application process beginning with the FY12 funding cycle to include: quantifiable needs, goals, objectives, outputs and outcomes, timelines, programmatic and financial bench-marks, program evaluation methodologies and the use of economic indicators and evaluation criteria. In addition, each applicant's strategic plan is required to describe its linkage with the New Mexico Southwest Border High Intensity Drug Trafficking Area (HIDTA) Threat Assessment and Drug Strategy and national Byrne JAG program priorities. The state ensures sound management through rigorous evaluation, financial benchmarks, and assignment of the subgrantee's risk status based on the frequency with which they are subject to on-site monitoring and other oversight activities. The Department provides extensive on-site technical assistance in grants management, the use of Uniform Crime Reporting (UCR) and other data, and the effectiveness of programs, evidence-based practices and financial compliance.



- **Texas'** 254 counties are divided into 24 regional councils of government (COGs). These councils work with local units of government to identify criminal justice needs and resources within each area's jurisdiction. With the assistance of local criminal justice advisory groups, the COGs make recommendations to the Governor's Criminal Justice Division for funding grant projects based on local priorities. This process is extremely valuable due to the size of the state and the variances in demographics that dictate different approaches to criminal justice initiatives. COGs also develop local homeland security strategies and make recommendations to the state for directing funds in a manner that helps ensure coordinated communications and public safety responses to critical incidents. This effort is aided by a significant improvement in reporting of criminal history records data. In 2012, the Governor's Criminal Justice Division made Byrne JAG awards to local governments contingent on the timely reporting of their criminal history records, resulting in a dramatic jump in the counties' compliance.
- **Florida** uses Byrne JAG funds to continue improving the state's Record Quality Index and assisting with processing data received from Florida's Clerks of Court. These efforts include researching and retrieving missing court disposition data for background checks, analyzing court data by county to improve matching of dispositions, and implementing system safeguards to improve data quality and prevent errors.