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# Annual Report

# 2012-2013



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# Executive Summary

The Office of Criminal Justice Programs (OCJP) under the State Department of Finance and Administration functions as a strategic planning agency that secures, distributes, and manages federal and state funds for Tennessee. OCJP utilizes strategic program management, a structured process that looks three to five years ahead of daily grants management activities at the changing needs of Tennessee's justice system and the needs of its victims of violent crime. OCJP tracks problems surfacing in the criminal justice system, monitors trends in Tennessee's communities, assesses the condition of the state's resources, and measures the recent performance of OCJP-funded programs. To address crime and victimization in Tennessee, OCJP manages a systematic, year-round cycle for determining the communities' needs, identifying the justice system's problems, setting program priorities, making grant allocation decisions, managing those funded projects, and evaluating the results of those decisions.

In fiscal year 2013, OCJP was responsible for 22 different state and federal fund sources; approximately 260 grants of more than \$25,000,000.00 in total funding to various State Departments, local governments and non-profit agencies for criminal justice and victim service grants. The Office of Criminal Justice Programs worked with the Governor's Public Safety Subcommittee to develop the Governor's Public Safety Plan. As part of that planning process, shortfalls in funding were identified and efforts were made to assist in meeting the Plan's goals and objectives.

The OCJP Criminal Justice Unit oversaw 80 multiyear grants to state and local entities totaling approximately \$12,362,269 in federal, state and local funds. Federal grant sources administered by the Criminal Justice Unit include; Edward Byrne Justice Assistance Grant (JAG) Program, National Criminal History Improvement Program (NCHIP), Paul Coverdell Forensic Science Improvement Grant (Coverdell), and the Residential Substance Abuse Treatment for State Prisoners(RSAT). In addition, the Criminal Justice Unit coordinates several streams of state funding including; Automated Fingerprint Identification System Funding (AFIS), Internet Crimes Against Children Funding (ICAC), Automated Victim Notification Funding, Interlock Ignition Funding and multiple other direct state appropriations to local agencies.

The focus of the funding provided by the criminal justice unit centered around the following themes: supporting Governor Haslam's Public Safety Plan through expansion of family justice centers in Tennessee, professional enhancement trainings, and other opportunities; targeted community crime reduction projects focusing on small geographic areas and encompassing prevention, addressing drug and violent crime via the Judicial District Drug Task Forces; offender intervention programming targeting family reunification, addiction and mental health treatment, employment and educational services; prevention activities focused on reducing bullying, thoughtful use of social media and life skills enhancement; improvements in technology such as purchasing new Livescan machines, courtroom video conferencing enhancements, continued improvements to the Tennessee Instant Check System (TICS), the ongoing development of the technology for automated case judgments and purchases of precision balances, a comparison microscope and a Fourier transform infrared spectrometer; and expansion of the victim notification system.

In fiscal year 2013, the Victim Services Unit oversaw 177 grants to state and local entities totaling approximately \$13,604,413 in federal, and state and funds. Federal grant sources administered by the Victim Services Unit include; Family Violence Prevention and Services Act (FVPSA), Sexual Assault Services Program (SASP), Services• Training• Officers• Prosecution (STOP), Victims of Crime Act (VOCA) and Community Defined Solutions grant (CDS). In addition, the Victim Services Unit coordinates several streams of state funding including; The Methamphetamine Initiative for Child Advocacy Centers (METH), the Domestic Violence State Coordinating Council, Senator Tommy L. Burks Victim Assistance Academy, Family Violence Shelter Fund, Sexual Assault Fund, and the Child Abuse Fund.

Funding for victim service programs is varied and includes domestic violence programs; child advocacy centers; sexual assault programs; law enforcement and prosecution projects serving victims of domestic violence, sexual assault, dating violence and stalking; Family Justice Centers, victim-witness coordinators, civil legal assistance projects; Court Appointed Special Advocates (CASA); Mothers Against Drunk Driving (MADD); and elder abuse projects. Services to victims include counseling, therapy, domestic violence shelter, emergency civil legal representation, civil and criminal court advocacy, holding offenders accountable through prosecution and law enforcement services, personal advocacy, transportation, language services, assistance with criminal injuries compensation, sexual assault forensic exams, crisis counseling, support groups, community resource information/referral, crisis hotlines, etc. Funding is also used for victim-focused training and community outreach.

# Introduction

## Office of Criminal Justice Programs Mission Statement

*“The Office of Criminal Justice Programs (OCJP) under the State Department of Finance and Administration functions as a strategic planning agency that secures, distributes, and manages federal and state grant funds for Tennessee. While collaborating with other public and non-profit agencies, OCJP utilizes these grant monies to support innovative projects statewide in efforts to reduce criminal activity, provide services for victims of crime and promote overall enhancement of the criminal justice system in Tennessee”.*

The OCJP oversees several state and federal funding sources. In fiscal year 2013, total funding for all OCJP grant projects was over \$25,000,000.00 to various State, local government and non-profit community based agencies. As a result of the numerous funding sources, OCJP must stay abreast of the current funding climate at both the state and federal level; anticipate potential increases or decreases and prepare for the impact of these changes at the local community level in order to best meet the safety needs of Tennessee’s citizens.

### **Federal Funding Status:**

As the Federal Government failed to pass a Federal Year 2013 budget, they sought a continuing resolution continuing the funding levels passed in FY 2012. However, there was an exception of an increase to a few House and Senate committee passed versions of the appropriations bills. One of these was the Commerce, Justice, Science and Related Agencies (CJS) bill; which detailed specific funding levels for the individual grant programs. Sequestration went forward, however the impact on certain federal fund sources was mitigated by the CJS bill. In addition, the Department of Justice (DOJ) had the ability to re-appportion money within their budgets to mitigate the impact of Sequestration on the various federal law enforcement and investigative agencies, (summarized from the National Criminal Justice Association Justice Bulletin).

Although the CJS bill provided specific funding levels for certain DOJ Federal Funding programs which minimized the impact of Sequestration, the various cuts in prior years were still being felt. Here is how that trickled down to the federal funds Tennessee’s OCJP receives.

- Victims of Crime Act (VOCA): received more than a 12% increase when compared to the FY 2012 level; however this was still a slight decrease from the FY 2011 level.
- Byrne Justice Assistance Grant (JAG): increased by over 2% from the FY 2012 level but this was still a decrease of over 16.5% when compared to the Byrne JAG funding received in FY 2011.
- Services, Training, Officers, Prosecution (STOP) and Family Violence Prevention and Services Act (FVPSA): reduced over 5% and 6.5% respectively from the FY 2012 level.

When comparing the top eight Federal Block Grant Program Funds between FY 2012 and FY 2013; there was an increase of over \$800,000.00; but this continues to be over \$1.7 million dollars less than OCJP received in FY 2011. The ongoing impact of Sequestration into FY 2014 remains to be seen.

The good news was that State appropriated funding remained stable for FY 2013. In the recent past as a result of the economic downturn, State funding for the various programs administered by OCJP have received decreased state funding in variable amounts. When this has occurred in the past, the OCJP has leveraged federal dollars when possible to minimize the impact at the local level. With the further impact of Sequestration an unknown, and recent increases in State Legislated appropriations for 2014; the outcome on total funding amounts and the effect at the local level is yet to be determined.

In determining priorities for funding, OCJP looks at several different pieces of informative data to assist in determining the distribution of available funds. Some of these data include the following and will be discussed in greater depth below:

- Criminal statistical data at both the national and statewide levels
- Coordination with Governor Haslam's Tennessee's Public Safety Action Plan
- Focus on the White House Drug Control Strategy
- Internal Office "Strategic Planning" Process and Grants Management
- Evidence Based Programming

## **Determining Funding Priorities for Tennessee**

### **CRIMINAL STATISTICAL DATA**

The Federal Bureau of Investigation Uniform Crime Reports collects and publishes nationwide crime statistics on a yearly basis utilizing their National Incident-Based Reporting System (NIBRS). In comparing rates for the past three (3) years we find that Violent Crime (Murder, Forcible Rape, Robbery, and Aggravated Assault) numbers (captured as incidents per 100,000 population) have steadily decreased across the nation by the following percentages: 2010 (-6.0%), 2011 (-4.0%), (2012 (-3.0%). In comparison, Tennessee's violent crime statistics changes were noted for the same three years: 2010 (-7.6%), 2011 (No change), 2012 (-2.1%).

The crime category of domestic violence is also inclusive of some of the same classifications of violent crime (Murder, Rape, and Assault). Domestic Violence is one of the most chronically underreported crimes on both the state and national levels. In addition only approximately one-quarter of all physical assaults, one-fifth of all rapes, and one-half of all stalking crimes perpetrated against females by intimate partners are reported to the police and almost **one-third of female homicide victims** that are reported in police records are killed by an intimate partner. Most cases of domestic violence are never reported to the police.

While national statistics seem to indicate an overall reduction in reported domestic violence cases over the last 10 years, Tennessee's number of cases would indicate otherwise. Tennessee continues to have a violent crime rate above the national average and is presently ranked number 1 in the country. This data can be somewhat misleading however. The data used to indicate Tennessee's top standing is based on the Federal UCR data. Tennessee provides very thorough data into this federal reporting system, whereas other states do not report at the same levels as Tennessee. As a result, this may have skewed Tennessee's ranking. Regardless, Domestic Violence continues to be a prominent and pressing issue for Tennesseans. In 2012 domestic violence victims made up over half of all reported crimes against persons in Tennessee. The number of Tennessee Domestic

Violence Victims over the last three (3) years is as follows: 2010 (85,070 Victims), 2011 (84,517 Victims), 2012 (82,382 Victims). Issues related to Domestic Violence have a pronounced presence Governor Haslam's Public Safety Plan; it is an issue drawing great attention.

## **GOVERNOR HASLEM'S PUBLIC SAFETY ACTION PLAN**

The Public Safety Action Plan was a culmination of months of planning and processing of the critical issues facing Tennessee which ultimately resulted in three major goals, 11 underlining objectives and forty action steps. Stakeholder Sessions, with participants representing local communities and agencies (over 300) from around the state, met and determined that the main criminal justice issues facing Tennessee are:

- Violent Crime
- Methamphetamine
- Domestic Violence
- Prescription Drug Abuse
- Drug Court Treatment
- Repeat Offenders (Adult recidivism rate was 46.5% in 2009.)

Based on input from the stakeholder sessions, a subcabinet group of state officials led by the Department of Safety and Homeland Security Commissioner, Bill Gibbons, developed and proposed to Governor a Public Safety initiative to address and combat Tennessee's drug and violent crime. The Three Key Initiatives (goals) of the Safety Plan to Curb Crime and Create a Climate for Job Growth in Tennessee Communities are in the areas of:

- Drug Abuse and Drug Trafficking
- Violent Crimes
- Repeat Offenders

The Office of Criminal Justice Programs continues to participate in quarterly meetings of the Governor's Public Safety Cabinet and other focused subcommittee meetings. The ongoing efforts, actions steps and identified long and short term goals are given greater consideration when setting funding prioritization for the year.

## **NATIONAL DRUG CONTROL STRATEGY**

The White House's 2013 approach to reducing overall U. S. drug use is based on three strategic targets of performance. Those priorities drive planning for state funding priorities, which in turn influence state program planning in Tennessee. The four National Strategies are as follows:

- 1) **PREVENT** drug use before it ever begins through education.
- 2) **EXPAND** access to treatment for Americans struggling with addiction.
- 3) **REFORM** our criminal justice system to break the cycle of drug use, crime, and incarceration while protecting public safety.
- 4) **SUPPORT** Americans in recovery by lifting the stigma associated with those suffering or in recovery from substance abuse disorders.

Throughout this report, there are numerous examples of Tennessee's efforts to combat crime and address victimization that are in-line with the National Drug Control's Four Strategies



## **OCJP STRATEGIC PLANNING PROCESS**

Foremost in assisting OCJP to determine avenues of funding for state and local entities is Strategic Planning, one of the core functions of OCJP. To address crime and victimization in Tennessee, OCJP manages a systematic, year-round cycle for determining the communities' needs, identifying the justice system's problems, setting program priorities, making grant allocation decisions, managing those funded projects, and evaluating the results of those decisions.

*Strategic program management* is a structured process that looks three to five years ahead of daily grants management activities at the changing needs of Tennessee's justice system. OCJP tracks problems surfacing in the criminal justice system, monitors trends in Tennessee's communities, assesses the condition of the state's resources, and measures the recent performance of OCJP-funded programs. All of this is accomplished through the use of the Governor's Public Safety Sub-Cabinet Working Group. Stakeholder focus groups, roundtable discussions with experts, called meetings of professional organizations and through research. This information helps OCJP focus its future program descriptions, set its funding priorities, prepare its budget requests, and direct its limited resources into areas that promise the best return for the public's investment.

With completion of the decision making process for allocation of funds, OCJP distributes notification of funding intent, then canvases the state for both local and state level submitted projects that appear to be a fit for the program models that have been determined to fit the needs of Tennessee. The projects are reviewed, by a team of criminal justice professionals and other stakeholders, to assure that the very best submitted project applications will then receive a chance for funding.

## **GRANTS MANAGEMENT**

Funded projects are then monitored (which includes agency site visit), by professionally trained grant monitors as well as OCJP program staff. Contacts occur frequently throughout the agency's funding period to assist them (if necessary) in maintaining their stated goals and objectives as originally agreed upon in their contract(s) with OCJP. Quarterly and annual data-driven reports are required to ensure the previously established outputs and outcomes are being tracked and outcomes, as indicated in the grant, are being met. These reports reflect any impact the program may be having on the intended problem area. Any continuation of agency funding is based on all agreed upon performance measurements being met.

## **EVIDENCE BASED PROGRAMMING**

In today's fiscal climate where federal, state and local funds are dwindling, and agencies are continually being asked to do more with less, it is imperative to ensure that scarce grant dollars are directed towards areas with the greatest needs and that those funds are utilized in such a way as to garner a positive outcome. Evidence Based Programming is one way to attempt to affect such an outcome. Evidence Based Programs have been researched and have a history of impacting a positive change on the identified problem the program addresses. By strongly encouraging and at times requiring agencies to implement evidenced based projects and programs, the OCJP increases the likelihood that the funding creates a positive impact on the issue at hand.

## **LOOKING AHEAD**

The next sections of this report will provide greater detail regarding the types of programs funded, the outputs and outcomes of those projects and the impact of the funding on local communities, victims and their families, and the citizens of Tennessee. The work of the Criminal Justice Unit is described outlining the federal and state funding sources and the projects undertaken in fiscal year 2013. Then the Victim Service Unit provides a similar outline. Finally, the Office of Criminal Justice Program's perspective on monitoring is defined and a review of the outcomes of project monitoring is provided. The results of the program monitoring and fiscal reviews of grant funded projects in one year provide an opportunity for increased technical assistance and training of the projects by the OCJP program managers in the next fiscal year.

# Criminal Justice Unit

The Office of Criminal Justice Programs (OCJP), Criminal Justice Unit, is responsible for administering funds to criminal justice agencies across Tennessee to enhance public safety. In FY 2013, the Criminal Justice Unit oversaw grants to state and local entities totaling approximately \$ 12,400,000 in federal, state and local funds.

Federal grant sources include:

- Edward Byrne Justice Assistance Grant (JAG) Program
- National Criminal History Improvement Program (NCHIP)
- Paul Coverdell Forensic Science Improvement Grant (Coverdell)
- Residential Substance Abuse Treatment for State Prisoners(RSAT)

The Criminal Justice Unit coordinates several streams of state funding including:

- Automated Fingerprint Identification System Funding (AFIS)
- Internet Crimes Against Children Funding (ICAC)
- Automated Victim Notification Funding
- Ignition Interlock System Program
- Multiple other direct state appropriations to local agencies

The Criminal Justice Unit works within OCJP to stimulate a multi-faceted response to crime and victimization in Tennessee and supports the improvement of the infrastructure of the state's criminal justice system. With a Multi-Year Statewide Strategy, the Criminal Justice Unit continues its commitment to reduce the incidence of drug violations and violent crime within the State's boundaries, in accordance with the National Drug Control Strategy's priorities.

The Criminal Justice Unit manages a systematic, year-round cycle for tracking problems surfacing in the criminal justice system, monitoring trends in Tennessee's communities, assessing the condition of the state's resources, setting program priorities, making grant allocation decisions, managing those funded projects and measuring the performance of and evaluating the results of those decisions. The team's strategic program management process looks several years ahead of daily grants management activities at the changing needs of Tennessee's justice system to effectively plan for Tennessee's needs.

The Criminal Justice Unit takes a data-driven approach and includes input from practitioners on the local, state and federal levels to assist in influencing its strategy. The Criminal Justice Unit gathers practitioner information through a variety of planned information gatherings, training conferences and seminars, as well as through informal meetings and surveys. A key source of information is the Governor's Public Safety Subcabinet Group which collects crime, health and other data to determine key issues and subsequent policy.

The data on violent and drug-related crime suggest that three trends are continuing in Tennessee. They correspond with the national strategy's priorities: community crime rates and judicial workloads are being influenced by a long overdue increase in the system's attention to domestic violence cases. Tennessee's population is also changing, and related factors are influencing crime and delinquency (e.g., pockets of poverty and school dropout rates are corresponding with areas of drug-related crime). Tennessee is experiencing

exponential growth in the numbers of non-English-speaking people, especially in the central parts of the state. That trend over-taxes the criminal justice system's ability to process arrests and adjudications. These are the kinds of issues that drive the need for community-based policing, school-based drug education services, victim advocacy, court diversion and court support alternatives.

According to an April 2011 Pew Center report titled "State of Recidivism: The Revolving Door of America Prisons" the national offender recidivism rate is 40%. Building coping skills during the incarceration period is our greatest opportunity for effective treatment, which reduces repeat episodes. However, state corrections data indicate that Tennessee's prison populations continue to grow at a steady pace. Residential drug treatment programs, offender re-entry programs and community-based offender treatment programs are needed, but so are drug courts and other diversion alternatives that have demonstrated their effectiveness.

Tennessee's overall violent and drug-related crime rates per 100,000 place it in the top quintile of all states' rates, along with several other southeastern states. In the drug enforcement arena, methamphetamine continues to be a serious issue for Tennessee, which has the dubious honor of hosting *both* major trafficking routes *and* a significant production industry in the southeastern part of the state. Tennessee is also at risk for the distribution of abused and diverted prescription drugs such as Oxycontin and Hydrocodone. Local law enforcement agencies are noticing an increase in heroin in our communities in Tennessee. This may be due in part to new prescription drug laws and greater monitoring of prescription drugs,

OCJP's Criminal Justice Unit will continue to monitor these trends and the data in the coming year, and make funding decisions to impact these trends and reduce crime and victimization. The enduring focus includes multi-jurisdictional drug enforcement and prosecution teams, continuing education, and criminal justice record systems automation and integration.

### **Criminal Justice Unit Highlight**

*Statewide Family Justice Center Initiative:* In accordance with Governor Haslam's Public Safety Action Plan (see <http://news.tn.gov/node/8260> for more information), the Office of Criminal Justice Programs actively engaged with local communities to increase the number of Family Justice Centers in the state. Tennessee has two established Family Justice Centers, one in Knoxville and one in Memphis.

The Family Justice Center approach is based on the San Diego Family Justice Center model which has been identified as a **best practice in the field of domestic violence intervention and prevention services** by the [United States Department of Justice](#).

Many communities use the name "Family Justice Center", though some communities select a different name to describe their multi-agency service delivery models. Family Justice Centers are specifically defined in federal law (*VAWA 2005, H.R. 3402-17*) and refer to the co-location of staff members from multiple agencies under one roof. While a Family Justice Center may house many partners, the critical partners include police officers, prosecutors, civil legal service providers, and community-based advocates. The core concept is to provide one place where victims can go to talk to an advocate, plan for their safety, interview with a police officer, meet with a prosecutor, receive medical assistance, receive information related to

shelter, and receive help with transportation. For more information regarding the Family Justice Center model, please visit the Family Justice Center Alliance's website (<http://www.familyjusticecenter.org/>).

After researching the number of domestic violence murders and assaults across our state, the Office of Criminal Justice Programs invited cities to informational meetings in April 2013. City leaders including Mayors, Police Chiefs, Sheriffs, and all District Attorney Generals were in attendance. Chattanooga, Clarksville, Columbia, Cookeville, Nashville, and Murfreesboro were introduced to the Family Justice Center model at these meetings by leaders from the Knoxville and Memphis Family Justice Centers as well as their supporting city officials and Board Members.



Director Scollon and his staff met individually with many of the city leaders to provide individual technical assistance as they explored family justice centers and what it would mean to their communities. Cities seeking to initiate a family justice center were asked to submit letters of intent. Applications were due the end of May and in June, a review team was held to evaluate the applications. Three cities (Chattanooga, Cookeville, and Nashville) accepted funding from OCJP to begin the planning process to establish a Family Justice Center in their communities.

## **Edward Byrne Memorial Justice Assistant Grant**

The Office of Criminal Justice Programs (OCJP) continues to serve as the State Administrative Agency for the Edward Byrne Memorial Justice Assistance Grant (JAG) Program, CFDA #16.738, in Tennessee. For two decades Byrne JAG has provided a vehicle for seeding and pioneering new programs in Tennessee. Tennessee's implementation of this program continues to evolve along with its criminal justice system. The Byrne JAG Grant Program is helping OCJP to stimulate a multi-faceted response to crime and victimization in our state even as it supports improvement to the infrastructure of the state's criminal justice system. Tennessee's implementation of this program is designed to adapt as changes occur to the system. Through scheduled meetings and other formalized gatherings (round table discussions, etc.), OCJP has determined which types of programs to fund. Emphasis has been placed on and priority given to programs which employ evidence-based strategies.

In FY 2012 – 2013, OCJP funded 68 programs falling within ten JAG priority areas with a total of \$8,434,776 in federal funding. \$835,973 in local match funds and \$384,567 in state match funds were contributed to the programs, for total of \$9,655,316 funds dedicated to JAG

projects. An overview of the ten JAG priority areas and the projects funded under those priority areas are described in greater depth below.

## **Tennessee's Targeted Community Crime Reduction Project**

**Background:** Tennessee struggled for years bringing down violent crime rates that had remained above national averages despite nationwide declines. A decade of predictable sub-grants had fostered a sense of entitlement among local law enforcement and other recipients of justice funding, and agencies were becoming increasingly territorial – against the grain of successes found elsewhere with true collaboration.

During the 2010 strategic planning cycle Tennessee's Office of Criminal Justice Programs (OCJP) re-examined how it was using Byrne Justice Assistance Grant (Byrne JAG) dollars. It initiated the Targeted Community Crime Reduction Project (TCCRP), focusing targeted resources on six mid-size Tennessee cities with high rates of violent and drug-related crime. A major goal was to demonstrate how strategic program planning could use actionable crime data and inter-agency collaboratives to overcome barriers that were inhibiting crime reduction, by building local approaches that would survive after the funding ended.

TCCRP is a locally driven partnership encouraged by the state. OCJP's innovation was creating a specialized, non-competitive solicitation that required selected localities to come up with a data-driven strategy to deal with local drivers of their high crime rates. Strategies were to be collaborative, addressing not one or two, but three approaches: prevention, enforcement and offender intervention. Cities were also required to research evidence-based practices, and have a university evaluation partner to help evaluate crime trends, and assist with data collection. The targeted grants required a great deal of training and technical assistance to build effective project designs and measures of success prior to grant awards. OCJP made its first awards in the fall of 2010. Three cities' projects are ending between June 30 and September 30, 2013. Two more cities' projects end by February 28, 2015, and the last project continues through March 31, 2016.

**An Unusual Grant Process:** The TCCRP was unlike any previous solicitation or grant OCJP had ever managed. The Program targeted cities with higher incidents of crime with populations between 30,000-110,000 residents. Additionally, the program required numerous local agencies and community stakeholders to agree upon the three-part strategy. As part of the application process cities established a cross system planning/ leadership group, analyzed law enforcement data for crime trends/hot spots, geo-mapped city crime, established measurable goals, connected with research partners and selected evidence-informed prevention, enforcement and offender intervention strategies. Six cities worked closely with OCJP staff to meet these early strategic planning goals and refine their strategies. Once OCJP had accepted a city's strategy, awards between \$250,000 and \$400,000 a year were managed by its fiscal agent. Each city sub-contracted with from five to fifteen crime reduction partners; about half of these are *unfunded* partners, which have helped create a base for sustaining the collaboratives.

**Tennessee's Targeted Community Crime Reduction Projects**



OCJP staff facilitated coalition building by bringing together law enforcement, non-profit service providers, community corrections, school administrators and other community partners during professionally facilitated strategy development sessions. The state also visited the cities to help local partners understand the initiative and its expected outcomes.

Local planning and implementation teams took on the leadership and accountability roles. With technical assistance from OCJP staff and the

project's lead evaluator (Performance Vistas of Roswell, Georgia), the teams worked out case finding and referral protocols, and made sure that the data gathering and performance measurement elements for evaluation were built into each strategy. Throughout, OCJP has held regular meetings with university partners to support technology transfer and to ensure that the data collection requirements are being met. The focus has been on preparing the sites for process and outcome evaluations. In 2012 the Kingsport project was scaled back to a simple enforcement strategy, eliminating prevention and intervention approaches that were not working well – and removing it from the innovation group. In 2012, Johnson City applied what had been learned to date in developing its collaborative approach, making it city #6. Johnson City began a three-year project in April 2013 that will end on March 31, 2016. New developments in 2013 also included Performance Vistas' analysis of final evaluation reports for Cleveland, Jackson and Murfreesboro, and a training session in October to share the lessons learned from those projects with the three remaining cities.

**Pre-Enforcement Prevention**

Juvenile populations are long-range drivers of violent crime, and “broken windows” is a well-known strategy for reducing crime. Cleveland partnered with the Boys and Girls Club, the Juvenile Court and the local school system to implement well-known prevention education programs, such as Positive Action, Life Skills and RADKids. Murfreesboro worked with the schools and juvenile court to implement Positive Action and the Gang Resistance Education and Training (G.R.E.A.T.) program. Columbia partnered with BGC and the Tennessee Drug Awareness Council for mentoring and tutoring at-risk youths, and with the Sheriff's Office to implement G.R.E.A.T. Jackson simplified, addressing blight reduction through codes enforcement and community revitalization projects in blighted crime hot spots. Clarksville selected strategies from several other approaches, including youth mentoring through Big Brothers Big Sisters, Adult Basic Education through the Adult Literacy Council, job preparation through Goodwill Industries, and codes enforcement/blight reduction with the city staff. All the projects worked with residents through Neighborhood Watch groups or other groups to conduct community cleanups and ownership events.

**EXAMPLES OF PERFORMANCE DATA from January – June 2013:**

<b>CITY</b>	<b>Strategy</b>	<b>Sample Outputs</b>	<b>Sample Outcomes</b>
<b>Cleveland</b>	Positive Action Life Skills Neighborhood Watch	97 enrolled; 39 graduate 686 enrolled; 686 complete 5 events; 100 participants	Post-test scores & Parent relations up; petitions down Public perceptions improve
<b>Columbia</b>	Community Mentoring G.R.E.A.T. classes	121 enrolled; Not in spring 2013	School disruptions down 1/3 Juvenile court referrals up
<b>Clarksville</b>	Community mentoring Adult Basic Education Goodwill Careers Blight reduction	12 enrolled; 14 enrolled; 167 enrolled; 136 complete 8 cleanups, 391 code violates	20% recidivism rate 72 jobs found (2012)
<b>Jackson</b>	Code violations Neighborhood Watch	679 violations all types 20 mtgs; 463 participate	83 to environmental court Public perceptions improve
<b>Murfreesboro</b>	G.R.E.A.T. classes Positive Action	167 enrolled; 100% complete 48 enrolled; 100% complete	Post-tests up by 12% Post-tests no change
<b>Johnson City</b>	NW & Business Watch Revitalization	2 meetings; 65 attend 2 cleanups; 47 surveys	4 homes repaired

**Enforcement**

Almost all of the selected sites employed some version of intelligence-led policing (hotspots), SMART or problem-oriented or community policing. These strategies (and manpower utilization) are driven by data analysis during initial planning and for weekly patrols. Murfreesboro centered its enforcement on a dedicated youth gangs enforcement unit. Other enforcement efforts include beefed up neighborhood watches and collaborative police/probation and parole monitoring for selected repeat offenders.



**EXAMPLES OF PERFORMANCE DATA January – June 2013:**

<b>CITY</b>	<b>Strategy</b>	<b>Sample Outputs</b>	<b>Sample Outcomes</b>
<b>Cleveland</b>	SARA patrols Police/probation/parole	363 patrol actions; 102 stops 14 ride-along sweeps	Agg Assault arrests down 7% since 2011 (projected thru '13)
<b>Columbia</b>	Intel-led hotspots Neighborhood Watch	583 OT hrs; 125 patrol action 0 citations	Data pending
<b>Clarksville</b>	COMPSTAT actions Neighborhood Watch Police/probation/parole	4000 hrs; 149 arrests; 3 mtgs; 40 attend	Robbery incidents down 37% slight reductions in incidents of violence
<b>Jackson</b>	COPS POPS patrols Neighborhood Watch	489 OT hrs; 159 patrol actions 101 assault arrests 128 drug-related arrests 52 youths petitioned	# Agg Assault incidents down Arrests & petitions up Targeted Incidents down
<b>Murfreesboro</b>	SARA patrols Gang Unit	21 citations, warrants, etc. 87 convictions	44 arrests 4 ride-along arrests 13 warrant arrests Arrests down 41%
<b>Johnson City</b>	DDACTS Intel-led hotspots Neighborhood Watch	3 arrests 24 citations 3 meetings	8 assault incidents

**Offender Intervention**

Partners for offender intervention strategies are local community service and substance abuse treatment providers, adult and juvenile probation and parole departments, local adult and juvenile courts, prosecutors and Goodwill's Career Solutions program. Cleveland, Clarksville and Jackson focused on drug and alcohol treatment, relapse prevention and anger management offerings for at-risk youth and adult probationers. Murfreesboro concentrated on youth re-entry, working with courts, probation and their juvenile justice agency to create a re-entry case management program called Community Acclamation and Reentry Services (CARES) aimed at gang members or those at high risk of recidivating. In Columbia and Clarksville, the projects partnered with Goodwill Industries for job skills training and placement assistance. Columbia and Johnson City rely on police partnership with probation and parole agencies to monitor eligible offenders together. Johnson City is pioneering a day reporting center as a centerpiece of its intervention strategy.

**EXAMPLES OF PERFORMANCE DATA January – June 2013:**

<b>CITY</b>	<b>Strategy</b>	<b>Sample Outputs</b>	<b>Sample Outcomes</b>
<b>Cleveland</b>	Matrix Model Relapse Prevention	71 enrolled MM & RPT; 6 complete	17 re-arrests (down) 38 petitions (down)
<b>Columbia</b>	Workforce development Police/probation/parole	30 enrolled; 12 complete 27 ride-alongs	6 of 12 find jobs
<b>Clarksville</b>	Workforce development Adult Care treatment	278 participating  7 enrolled	5 of 7 re-arrested
<b>Jackson</b>	Living in Balance OP Living in Balance IP	4 enrolled; 15 enrolled; 18 complete	13 found & maintain job 1 failed drug screen
<b>Murfreesboro</b>	Comprehensive Gang model/case mgt.	9 assessed; 9 enrolled; 1 complete	2 rearrested; 1 found a job
<b>Johnson City</b>	Police/probation/parole Day Reporting Center	5 enrolled; 16 service hours 44 group sessions	Too early to measure

**Moving Forward: Sustainability**

OCJP continues to work closely with the three cities with active projects to help them solve problems, maintain fidelity to their strategic approaches, and apply lessons learned from the first three projects. The state tried to formalize an association of TCCR project teams, but travel restrictions made it more important to build an online community to help the projects support one another. Hopefully this “go to” place for assistance will help all the cities sustain their approaches and spread the model throughout Tennessee.

The project already has a number of valuable and tangible results, such as increased capacity, better communication, new working relationships, shared data, and stakeholder engagement. The project communities have identified the agencies they should be working with, and have begun working on new collaborative approaches. Some cities have found evidence in this project to continue other collaborative initiatives once the grant ends. Although no cash match was required, the cities and their partners made other in-kind contribution to the crime reduction strategies. Planning and leadership teams used Byrne JAG funding to leverage resources from multiple agencies within each city. For example, the city of Columbia conducted a massive community cleanup in which local partners contributed over 700 man hours toward the effort. City workers (Police and Sanitation) showed up to assist and city equipment was used in the project.

Among the cities’ plans for sustaining their approaches past the grant period have been:

- Cities are hiring codes enforcement personnel from the project for city streets programs;
- Police departments have put grant funded positions in their current budget;
- Probation and parole personnel have found new ways to work with law enforcement, and have built relationships that will continue well past the current project;
- City schools are expanding G.R.E.A.T. and Positive Action as part of their long term



OCJP funded 21 judicial district based Drug Task Forces (DTFs) during the state fiscal year. The amount of funding was \$1,109,000 federal JAG dollars and \$369,669 in local match contribution for a total of \$1,478,669 in funding for this priority area.



***Third Judicial District Drug Task Force  
Marijuana Seizure in Greene County Tennessee***

Accomplishments of the 21 funded judicial district-based DTFs in 2012-2013 include:

- 506 meth investigations completed;
- 382 meth-related arrests made;
- 214 meth labs shut down or dumpsites eradicated;
- 115 law enforcement agencies participate in a multi-jurisdictional drug and violent crime task force;
- 3,610 total investigations initiated;
- 3,176 suspects arrested;
- 1,126 misdemeanor charges;
- 2,146 felony charges;
- 2,509 defendants prosecuted; and
- 2,131 convictions.

### **Multijurisdictional Drug and Violent Crime Task Force Program Highlights**

*West Tennessee Drug Task Force:* The West Tennessee Drug Task Force initiated an investigation into an organization distributing large amounts of Methamphetamine ICE throughout West Tennessee, as well as nationwide. This organization has direct ties to a Mexican Cartel. The diligent work of agents during this investigation allowed them to identify a major distributor as Angel Hernandez, who is the self-admitted leader of the Sureno 13 Gang, with approximately 2000 members. Agents utilized GPS tracking systems, phone subpoenas, wiretaps and confidential sources in gathering the intelligence needed to execute the successful arrest of Hernandez and to dismantle this organization. Hernandez has been indicted in Federal Court for the possession and distribution of one kilo of Methamphetamine

ICE.

*14<sup>th</sup> Judicial District Drug and Violent Crime Task Force:* On October 30, 2010 the bodies of Timothy Gill and Richard Elliott were discovered in a motel room in Tullahoma Tennessee. Gill and Elliott had each been executed via a shot in the head. After a lengthy investigation Marcus Wade was developed as the primary suspect in these murders. Marcus Wade was a known Vice Lord gang member and served as an “Enforcer” for this gang. Wade was also the primary suspect in two other violent murders in both Coffee and Franklin Counties. Months upon months were put into the investigation of the murders of Gill and Elliott. The Task Force/District Attorney’s Office, Tullahoma Police Department, and TBI all worked together to prove the case and make an arrest of Wade. These agencies worked together closely during trial preparation for a February 2013 trial date. After a lengthy trial, Marcus Wade was found guilty of the First Degree Murders of Gill and Elliott. He was sentenced to two life sentences without the possibility of parole. The Task Force took a lead role in this investigation. Evidence that was developed by the task force utilizing cell phone forensics broke the case and was instrumental in the conviction. Had it not been for a task force member’s specialized training and the large amount of time devoted to this case the successful outcome would have been difficult.

### **Criminal Justice Professional Enhancement**

With the ever-changing laws, and improved technology for criminal justice investigations, there is a high demand for professional enhancement opportunities. This priority assists criminal justice personnel in receiving the most current training on specialized topics, building the necessary skills to perform duties with offenders and the community in a safe, efficient, and just manner. As theories and practices change in the field of criminal justice, professionals have difficulty identifying training in evidence-based practices. While criminal justice agencies struggle to keep up with the infrastructure needs of their individual agencies the new and emerging issues tend to take a back seat to basic criminal justice needs.

There were 11 projects funded in this area at \$910,765.00 federal JAG dollars, \$133,551.00 local match contribution, and \$120,038.00 state match contribution for a total of \$1,170,297.98 in funding to this priority area for the FY 2013. As a result of this funding, there were 13,060 criminal justice professionals trained, representing 948 agencies.

### **Criminal Justice Professional Enhancement Program Highlight**



*Tennessee Chapter of Children’s Advocacy Centers (TCAC): Steward’s of Children Training* Child sexual abuse is a significant concern across Tennessee and TCAC is using an evidenced based curriculum, *Steward’s of Children*, which educates adults on how to identify warning signs of child sexual abuse. Last year in Tennessee, there were 18,378 cases of child sexual abuse addressed by the Tennessee Children’s Advocacy Centers.

By law, everyone in Tennessee is a mandated reporter for child abuse. If an individual has any reason to believe abuse occurred, they are required to report the allegation. Unfortunately,

many believe that they need to be able to prove it occurred. The *Steward's of Children* training curriculum names a problem most people want to ignore and explains why it's important for organizations and adults to take a proactive stand against this crime. The training teaches adults behavioral and emotional signs to look for, why children are reluctant to tell and how to respond when a child chooses to tell. Adults in Tennessee need to know more about child sexual abuse and this program is an engaging tool to do just that.

*Steward's of Children* curriculum consists of a 2.5 hour prevention training program that teaches adults how to prevent, recognize and react responsibly to child sexual abuse. The program is designed for organizations that serve youth and for individuals concerned about the safety of children. It is the only nationally distributed, evidenced-based program proven to increase knowledge, improve attitudes, and change child protective behaviors.

**Child Sexual Abuse is epidemic.**  
 1 in 4 girls  
 1 in 6 boys  
 are sexually abused by the age of 18.

The Centers for Disease Control and Prevention recognizes child sexual abuse as a public health crisis.

**There is a solution.**  
 Stewards of Children is the only nationally distributed, evidence-based program proven to increase knowledge, improve attitudes, and change protective behaviors. The program believes and teaches that child safety is an adult's job.

TNCAC's goal is to reduce the occurrence of child sexual abuse through a coordinated effort to bring Stewards of Children to leading institutions and community groups across the state in order to shift the societal perspective on child sexual abuse and make prevention part of our culture.

**Build Momentum. Change Culture. Stop Child Sexual Abuse in real time.**

**STEWARDS OF CHILDREN**  
 In 2012, 9386 adults participated in a Stewards of Children Child Abuse Prevention training

**OUTCOME MEASURES**

- 72% will ask about policies regarding one adult/one child time in their children's programs
- 88% will make sure that a situation in which an adult is supervising a child or group is observable and interruptible
- 79% agreed to talk to their child about sexual boundaries and safety
- 90% will make it clear to a child that saying "No" to an adult is an appropriate response

To learn more about Stewards of Children or schedule a training, visit [www.tncac.org](http://www.tncac.org)

The goal each day is to empower local communities to serve child abuse victims.

Over the past year, 58 authorized *Steward's of Children* facilitators conducted 530 child abuse prevention trainings training 10,981 individuals. It can only be assumed that due to this education, children across the state are safer as adults are more knowledgeable about the signs of child abuse. The efforts made by the TCAC are part of Governor Haslam's Public Safety Plan, action step number 34 to increase awareness of child sexual abuse by supporting current statewide efforts such as Stewards of Children and the Trafficking in America Task Force. This is just one example of how OCJP leverages federal funding to support the Governor's Public Safety Plan and make a difference in the lives of Tennesseans.

## Correctional Programming

OCJP supports efforts to prepare inmates for eventual return to the community as well as continuing their care post release. These needs must be addressed both in the institution and in the community by programs effective in enhancing the participant's cognitive, behavioral and vocational skills. Programs such as substance abuse treatment, victim-offender reconciliation, vocational rehabilitation, cognitive behavioral therapy, and community re-entry programs will fill this need.

There is a need to develop, implement, enhance, and evaluate re-entry strategies that will ensure the safety of the community and the reduction of serious, violent crime. This can be accomplished by preparing targeted offenders to successfully return to their communities after having served a significant period of secure confinement in a state training school, juvenile or adult correctional facility, or other secure institution.

There were 13 Correctional Programming Projects funded with \$798,904.85 in federal JAG dollars, \$211,803.00 local match contribution, and \$54,500.00 in State match for a total of \$1,065,207.85 of funding towards this priority area for FY 2013.

Re-entry programs are prison/jail-based and/or community-based correctional programs that are designed to address the many needs of the offender to end criminal behavior. Re-entry programs focus on assessing the risks and needs of each offender and then providing education, intervention in addiction, skill building, treatment of mental illness, correction of criminal thinking errors, and other support services to assist the offender in successfully reintegrating into the community.

Some examples of outputs in this priority area include:

2,146 offenders were served through correctional programming;

654 received employment services;

384 received re-entry and/or prerelease services;

45 received education classes.

### **Correctional Program Highlight**



The Next Door, Inc. is a program dedicated to helping women and their families break the cycle of incarceration. All too often the family aspects of incarceration are overlooked. It is important to understand that when a parent is incarcerated many dimensions of their family life are impacted.

Relationships are strained and negative emotion develops between its members, as a result of the separation. There are also uncertainties surrounding where children will live and who will feed and care for them.

The Next Door, Inc.'s Family Reunification Project focuses not only on transitioning women from incarceration with assistance such as housing, employment, and healthcare but also aids them in establishing stronger bonds with immediate family. The project places them in a support network where they can stabilize themselves in local communities with people to turn to during this period of adjustment. This network helps them to strengthen the parent-child relationships they left behind and greatly improves the chance of both mother and child to break the cycle of recidivism.

An Annie E. Casey study found that twenty-two percent (22%) of children whose parents are incarcerated are under the age of five (5). This is a critical age in the development of the child as during these years they will undergo some of their greatest physical, mental, and emotional developments. It is not uncommon for the child of an incarcerated parent to have abandonment issues, increased separation anxiety, experience poor self-concept, or lash out with inappropriate behavior.

Women who enter the Family Reunification Project attend monthly support group meetings that include session components from the *Celebrating Families* curriculum, an evidenced based curriculum that is used with parents and children in group settings.

This year, as a result of this powerful programming, one client celebrated a year of sobriety and maintained employment for more than eight (8) months. Currently she is an active participant and has completed the *Celebrating Families* curriculum. Her success has allowed her to regain custody of her two (2) youngest daughters. Her daughters have now joined her

in completing the Celebrating Families curriculum and are building new and meaningful relationships with each other.

This is just but one example of the many lives that have been positively affected by The Next Door, Inc.'s Family Reunification Project.

### **Criminal Justice Equipment Enhancement**

The economic downturn of the past 6 years has led to budget cuts on the local, state and federal levels. This has led law enforcement and other criminal justice agencies to forgo the usual replacement of equipment in order to save jobs. This has resulted in the continued use of outdated equipment by law enforcement. This can lead to safety issues for both the individual as well as the community. In response to this issue OCJP's strategy is to employ a data-driven approach to identify law enforcement agencies in need of replacement or first time equipment that will make their jobs and their communities safer.

There were 10 projects funded in this priority area with \$603,087.00 of federal JAG funding, \$66,000 of local match contribution, and \$135,029 of state match contribution, for a total of \$804,116 for FY 2013.

### **Criminal Justice Equipment Enhancement Program Highlight**

*AOC Courtroom Technology Improvement:* In many criminal courtrooms across the state there is a need to improve the quality of technology that is currently being used. Many courtrooms still use antiquated projectors, VCRs, disabled monitors and other pieces of technology that need to be replaced. This need is based not only on the fact that much of this equipment either no longer works or performs poorly but also that the enhanced technology being utilized personally by attorneys and judges is not compatible with the current equipment in many of these courtrooms. The software and outputs on computers currently used by today's attorneys and judges simply does not work with much of the outdated equipment that is currently in place. This issue is compounded by the magnitude of the financial crunch that many of the state's counties are undergoing which does not provide the opportunity for purchasing of modern technology. In response to this need in FY 2013 a total of 15 counties across Tennessee were awarded funds through an OCJP grant to the Administrative Office of the Courts (AOC) Courtroom Technology Improvement Grant to purchase new technology in at least one of each of these county's courtrooms that hears criminal cases.

### **Pretrial Service Delivery**

The strategy of this priority area is to develop pretrial services that offer meaningful alternatives to incarceration, such as assessments for pretrial release for those unable to make bond, forensic social worker advocates to assist those in need of specialized services, and mental health critical incident team responses to divert those non-offending individuals from the system. The priority focuses on pretrial service delivery projects designed to divert less serious offenders from full involvement in the criminal justice process and to streamline the pretrial process.

There were 3 projects in this area with funding of \$179,850 federal JAG dollars, \$34,950 local match contribution, and \$25,000 state match contributions, for a total amount of \$239,800 in funding for FY 2013.





### **Pretrial Services Program Highlight**

OCJP is funding a project with the Knox County Community Law Office, a branch of the Public Defender's Office in the 6<sup>th</sup> Judicial District. This project supports a re-entry coordinator position responsible for providing **re-entry services to indigent clients** who generally are not accepted by or have been resistant to jail based and community re-entry programs. The project goals reflect the CLO's holistic client-centered

orientation and include: outreach and engagement; comprehensive evidence-based assessment and intervention, using motivational interviewing, Cognitive Behavior Therapy, Therapeutic Case Management, community linkage; coordination of services; and process and outcome evaluation. The CLO has developed strong relationships with community agencies and also participates in a monthly meeting of a Community Coordinated Care of Difficult Cases group. The goals for each 12-month period of the project, include providing screening and needs assessment to 200 indigent clients; improved access to medical, mental health, and substance abuse treatment to 75 clients; assisting 50 clients to attain or maintain housing; assisting 25 clients to increase their income or income potential through employment, education, or securing benefits. The CLO is tracking the number of social services clients who re-enter the community as a result of a pre-trial diversion arrangement, alternative sentencing plan, or re-entry services. To date the program, which began in October 2012 has exceeded its annual goals for project outputs serving; 223 clients screened with needs assessments completed, 140 comprehensive psychosocial assessments completed, 53 clients attaining or maintaining housing, and 40 clients reporting improvements in employment skills and/or education per a Self-Sufficiency Survey.

### **Community Crime Prevention**

The strategy in this priority area is to prevent crime through the increased coordination and collaboration of law enforcement agencies, education agencies, social service agencies, and communities. OCJP continued to focus data-driven drug and violence prevention programs on a range of intervention strategies. Moreover, efforts to engage communities in actively ensuring the safety of their citizens were supported.

There were 3 programs funded in this priority area at a federal amount of \$464,465, \$20,000 in local match, and \$50,000 in state match contribution for a total of \$534,465 in total funding for FY 2013.

### **Community Crime Prevention Program Highlight**

*Knoxville Police Department Anti-Bullying Training and Multi-Media Program:* The Knoxville Police Department has developed and incorporated anti-bullying and social media curricula into the *LifeSkills Program* in the Knox County middle schools. This program is enabling Knox County School Resource Officers (SRO's) the ability to address the public safety issues before students reach high school. *LifeSkills* is recognized by Crimesolutions.gov as an effective evidence-based program with a strong evidence rating. Incorporating an anti-bullying and social media piece into the classroom will further educate middle school students of the results of bullying and social media misuse. Through a public awareness campaign, the SRO's developed training for parents and guardians regarding the signs of bullying and cyber safety measures.



Knoxville Police Department's Safety Education Unit hosted an Anti-Bullying Summit for nearly 600 attendees. This free event was open to Tennessee law enforcement and educators with the goal of providing more information on the social problem of bullying. Life Skills officers presented lectures at this event covering topics of a general overview of bullying, signs and symptoms of bullying, cyber bullying and social media, and adult bullying in the workplace. This training brought in national experts to educate the SRO's and school faculty on the most recent trends in bullying.

### **Victim Services**

The purpose of this priority area is to make positive differences in the lives of crime victims and their families by making them aware of their rights, allowing them to fully participate in the criminal justice process, advising them of the resources available in their community, and by ensuring that victims know how to access these resources. Projects under this priority will assist victims prior to adjudication of the defendant, during the adjudication and post-adjudication.

There was one project in this priority area, with federal JAG funding of \$38,000 in funding for FY 2013.

### **Victim Services Program Highlight**



The *Knoxville Family Justice Center (FJC)* received a grant to provide assessment, training and technical assistance to local communities considering becoming a potential site for a new Family Justice Center.

The FJC model is identified as a “best practice” in the field of domestic violence intervention and prevention services. Published outcomes have included: reduced homicides; increased victim safety; increased autonomy and empowerment for victims; reduced fear and anxiety for victims and their children; reduced recantation and minimization by victims when wrapped in services and support and dramatically increased community support for services to victims and their children through the family justice center program.

Along with the Knoxville FJC, the Memphis Safety Center assisted in the planning, coordination, and implementation of two 1 day informative trainings about Family Justice Centers. Staff from the Knoxville and Memphis FJC's educated targeted community leaders and stakeholders from cities in Tennessee that were interested in learning about the Family Justice Center model.

In addition, those cities making application for a planning and implementation grant for a local family justice center were required to participate in a community readiness assessment conducted by the Knoxville Family Justice Center as a part of this funding. This assessment identified strengths and opportunities for enhancements as each city began this journey of developing a family justice center that specifically met the needs of their victims and their citizens.

The Office of Criminal Justice Programs is charged with leading Governor Haslam's Public Safety Plan action step number 33; to provide more support for domestic violence victim shelters and family safety centers. Specifically, OCJP is charged with increasing the number of family justice centers across Tennessee (see criminal justice unit highlight on page 11).

## **Residential Substance Abuse Treatment Grant for State Prisoners**

The Residential Substance Abuse Treatment for State Prisoners (RSAT) program, CFDA # 16.593) is a federally funded program which assists states and local governments in developing and implementing substance abuse treatment programs in state and local correctional and detention facilities. This program provides residential substance abuse treatment for incarcerated inmates, and preparing offenders for reintegration into the community through re-entry planning activities..

In FY 2013, OCJP funded one RSAT program with a total of \$289,673 in federal RSAT funding, and state match contributions of \$96,558, for total funds dedicated to RSAT services in the amount of \$386,231. The Tennessee Department of Correction is a residential program in three of Tennessee's state institutions.

In FY 2013, 559 participants participated in Tennessee RSAT programs, with 351 successfully completing the program, by the end of the fiscal year.

The Tennessee RSAT Program has tracked 789 participants who have successfully completed the program and were released into the community. Of the 789 tracked participants, 159 or 20% were re-arrested. This rate is much lower than the national average. According to an April 2011 Pew Center report titled "State of Recidivism: The Revolving Door of America Prisons" the national recidivism rate is 40%.

### **RSAT Program Highlight**



*Turney Center Industrial Complex*



*Northwest Correctional Complex*



*Mark H. Luttrell Correctional Center*

*Department of Correction:* The Tennessee Department of Correction (TDOC) provides over 300 federally funded RSAT treatment beds in three of their treatment facilities. These programs implement a therapeutic community using the RSAT model and are located in the following institutions: Turney Center Industrial Prison, Northwestern Correctional Complex and Mark H. Luttrell Correctional Center.

The TDOC programming incorporates a multi-phase treatment approach. The program length is between six months and one year. Psycho-educational services, community service work, vocational/academic training, group/individual counseling, urinalysis testing, structured self-help activities, and community continuing care services are incorporated into the program model to better assist offenders with a successful reintegration into the community post prison.

## **National Criminal History Improvement Program**

The National Criminal History Improvement Program (NCHIP) is a federally funded program, CFDA # 16.554) that seeks to enhance the crime fighting and criminal justice capabilities of state and tribal governments. The goal of the NCHIP grant program is to improve the Nation's safety and security by enhancing the quality, completeness, and accessibility of criminal history record information and by insuring the nationwide implementation of criminal justice and noncriminal justice background check systems.

NCHIP follows the federal fiscal year. Funded projects began on October 1, 2012 and ended on September 30, 2013. OCJP funded two NCHIP projects during the funding period utilizing a total of \$250,000.00 in federal funding from the federal FY 2012 award.

Tennessee identified the following 2 priority areas for the funding cycle:

- Updating and automating case outcomes from courts and prosecutors in state records and the FBI's Criminal History File;
- Automating access to information concerning persons prohibited from possessing or receiving a firearm.

NCHIP requires a 10% cash or in-kind match. The state leveraged funds that are used to pay line charges and maintenance fees for local law enforcement agencies that currently submit fingerprints electronically as its match for the Federal FY 2012 award that funded these 2 grant projects.

### **NCHIP Program Highlights**

*Tennessee Administrative Office of the Court:* The Integrated Criminal Justice (ICJ) Steering Committee is a part of the Tennessee Administrative Office of the Courts (AOC). In 2004, the ICJ Steering Committee proposed a Criminal Justice Web Portal to provide a single point of access for multiple agencies' data through a secure Web browser. The portal was developed in phases with each phase adding more functionality to the system.

The AOC identified priority area number one as its primary focus for this project period. The AOC has developed a long-range goal of a paperless Case Judgment document. Specifically, the AOC received \$200,000.00 in NCHIP funding to assist with this project. The AOC implemented Phase III of the Case Judgment Automation project, which is a continuation of the activities researched, established, and initially begun during Phases I & II.

Phase III includes the following activities:

- Finalization of TCA Code Standardization;
- Customization of Adobe LiveCycle software based on business rules developed in Phase II of the project;
- Implementation of Automated Case Judgment Solution in Selected Pilot Sites
- Ensure the Judgment document is in conformance with the National Information Exchange Model (NIEM) standard.

In addition to automating case judgments in the state of Tennessee, the project team was charged with implementing a Single Sign-On (SSO) project with the Tennessee Methamphetamine and Pharmaceutical Task Force (TMPTF). The team and sub-committee members worked during this project cycle to create and revise a high-level requirements document.

AOC requested and received a project time extension in September 2013 through March 2014 to complete the full project scope. At the end of the original grant period, TCA Code Standardization was complete, a vendor was under contract and performing the customization of Adobe LiveCycle, and the Pilot Sites for implementation of the Automated Case Judgment Solution had been selected and scheduled for completion by December 31, 2013.

This automated system is an important step in Tennessee's ongoing work to create an automated criminal justice records system that connects law enforcement agencies, courts, booking agents, probation and parole and other allied agencies to insure that criminal histories are shared accurately and quickly to hold offenders accountable and keep the public safety.

*Tennessee Bureau of Investigation (TBI):* The Information Systems Division of the Tennessee Bureau of Investigation (TBI) is the State Identification Bureau (SIB) in Tennessee. This includes the state Statistical Analysis Center (SAC) that is responsible for the Uniform Crime Reports (UCR) program which is compliant with the National Incident Based Reporting System (NIBRS). The TBI is a full Point of Contact (POC) state for the FBI's National Instant Criminal Background Check System (NICS) program and also operates a successful state program (TICS). The agency is compliant with the Interstate Identification Index (III) and National Fingerprint File (NFF) systems, and a member of the National Crime Prevention and Privacy Compact (Compact Council).

The TBI received \$50,000.00 in NCHIP funding to support three projects; 1) The creation of a web service to update Tennessee Orders of Protection Information, 2) Improvements to the Tennessee Instant Check System (TICS) through improvements to the Automated Fingerprint Identifications System (AFIS) / Criminal History automated disposition software, and 3) Improvements to TICS through improvements to the Tennessee Incident Based Reporting System (TIBRS).

At the end of the reporting period, each of these projects were complete. The web service to update TN Orders of Protection Information, and software enhancements to TIBRS were both

completed on schedule. Improvements for AFIS/Criminal History automated disposition software included the modification of three charges:

- 1) DUI– Alcohol, Drugs, or both;
- 2) Theft of Property – Under \$500 and over \$500; and
- 3) Assault–Domestic.

In addition, installation of enhanced software was performed on five (5) new livescans for TBI, (one in Nashville, Jackson, Memphis, Knoxville and Chattanooga) and twenty-two (22) livescans for the Department of Correction field offices.

Improvements to the TICS system not only make Tennessee safer, but contribute to the safety of all citizens by insuring that those law abiding citizens who have the right to bear arms are afforded access to firearms through quick checks, while at the same time keeping firearms out of the hands criminals.

## **Paul Coverdell Forensic Science Improvement Grants Program**

The Paul Coverdell Forensic Science Improvement Grants Program (Coverdell) program, CFDA # 16.742, is administered by the National Institute of Justice and seeks to improve the quality and timeliness of forensic science and medical examiner services. The Coverdell program follows the federal fiscal year. Funded projects began on October 1, 2012 and ended on September 30, 2013.

OCJP funded two Coverdell programs during the project period utilizing a total of \$131,892.00 in federal funding from the federal FY 2012 award.

The Federal FY 2012 Solicitation stated that Coverdell funds must be used for one or more of the following purposes:

- To carry out all or a substantial part of a program intended to improve the quality and timeliness of forensic science or medical examiner services in the State, including those services provided by laboratories operated by the State and those operated by units of local government within the State.
- To eliminate a backlog in the analysis of forensic science evidence, including, among other things, a backlog with respect to firearms examination, latent prints, toxicology, controlled substances, forensic pathology, questioned documents, and trace evidence.
- To train, assist, and employ forensic laboratory personnel as needed to eliminate such a backlog.

### **Coverdell Program Highlights**

*Tennessee Bureau of Investigation (TBI):* There are three forensic laboratories that make up TBI's Forensic Services Division strategically placed throughout the state, one in each grand division of the state. The Nashville location serves as the headquarters for the agency. The Forensic Services Division provides forensic analysis for a multitude of agencies throughout the state. The division provides analysis of drug, toxicological, firearms, and trace related evidence submitted by law enforcement.

During this grant period, the TBI identified replacement of lab equipment as the primary need. Coverdell funds were used to purchase 3 Precision Balances, 1 Comparison Microscope, and 1 Fourier Transform Infrared Spectrometer. Then Precision Balances were purchased for use at the Memphis Crime Laboratory by the Forensic Chemistry Unit. Following the identification of a controlled substance, a TBI analyst must obtain an accurate weight for use in prosecution. The weight is critical in relation to prosecution and sentencing. The balances previously in use at the Memphis Crime Laboratory were over 11 years old.



The Comparison Microscope was purchased and delivered to the Firearms Identification Unit at the Nashville Crime Laboratory. Microscopy is fundamental to firearms analysis, and each forensic scientist must have access to instrumentation. The new microscope offers integrated digital cameras, digital imaging stations, and motorized adjustment controls, with recordable settings, enabling standardization and reproducibility of the exact parameters used during photomicrography. The

integration of each of these components creates a more efficient and effective system, reducing the amount of time required for analysis.

The Fourier Transform Infrared Spectrometer (FTIR) was purchased for use at the Nashville Crime Lab – Forensic Chemistry Unit, which is responsible for testing evidence submitted by law enforcement officials for the presence and amount of controlled substances. The FTIR is an instrument used as a confirmatory test in drug identification cases for a wide range of controlled substances including illicit drugs, synthetic drugs, and clandestinely manufactured drugs and their precursors. At the end of the grant period, TBI reported that the Forensic Services Division has reduced the total case backlog inventory from 10,028 to 6,394, which is a reduction of 3,634 cases. The typical case turnaround time has been reduced from 77 days to 59 days between submission of a sample to a forensic lab and the delivery of test results to the requesting agency or office.

The Tennessee Department of Health (DOH) houses Tennessee's Office of the Chief Medical Examiner (OCME). The mission of the State Medical Examiner System is to investigate, identify and gain an understanding of unnatural deaths occurring throughout Tennessee. The primary function of the OCME is to educate and train County Medical Examiners and law enforcement in death investigation. The OCME also provides consulting services to County Medical Examiners and other local and state departments in forensic pathology.

During this grant period, the OCME identified forensic training as the primary need for Coverdell funds and sent eleven (11) participants from across the state to the Medico legal Death Investigation Course in St. Louis, Missouri. This five day course teaches individuals how to conduct scientific, systematic and thorough scene, and death investigations. The course meets eligibility requirements for certification and continuing education with the American Board of Medico legal Death Investigators (ABMDI).

## Internet Crimes Against Children (ICAC) Program

The state appropriated Internet Crimes Against Children (ICAC) Program was established to provide a statewide network of regional ICAC task forces to be operated in a manner consistent with established guidelines under the federal ICAC task force criteria and guidelines from the US Department of Justice. The state ICAC program follows the state fiscal year. OCJP funded the three ICAC grant projects utilizing a total of \$677,000.00 in state appropriated funding during state FY 2013. Funded projects for the City of Knoxville, the City of Memphis, and the Metropolitan Government of Nashville and Davidson County began in July 2012 and ended on June 30, 2013.

Funds are to be used by the regional ICAC task forces to:

- Conduct law enforcement investigations into child pornography and online enticement of children;
- Recruit, train, coordinate, and support a network of cooperating law enforcement agencies within their region with emphasis on assisting them with training, forensic computer analysis, and ensuring established national ICAC protocols are followed; and
- Serve as the law enforcement liaison bringing together local, state, national, and international police agencies and prosecutors.

In addition to investigations, each regional division provides information at a number of community-based public awareness/preventative training sessions and activities throughout the fiscal year. Statewide:

- 68 community-based public awareness meetings were held with a total of approximately 4,052 people in attendance
- Topics trained on included online / internet safety, child safety, human trafficking, parental awareness, cyber-bullying, trafficking and sexual servitude of juveniles, inappropriate conduct with minors in school settings, and ICAC investigations.

### **ICAC Program Highlights:**

*The City of Knoxville:* The City of Knoxville's ICAC Task Force is operated by the Knoxville Police Department (KPD). KPD serves as the coordinating agency for the statewide ICAC network and as the regional task force for the Eastern Division of the state. KPD's budget for FY 2013 included funding for 2 ICAC police officers, forensic examination devices for the Knoxville Police Department, a subcontract with the Tennessee Association of Chief of Police to coordinate training, and subcontracts for overtime funding with the Blount County Sheriff's Office, Harriman Police Department, Knox County Sheriff's Office, Monroe County Sheriff's Office, Morristown Police Department, and Winchester Police Department for their ICAC officers.

In the third quarter of FY 2013, KPD's ICAC Unit working together with the Department of Homeland Security Investigations (HSI) worked a child exploitation case that has resulted in two potential victims receiving help and the suspect charged for Receipt and Possession of Child Pornography in two states. KPD investigators alongside HSI investigators responded to reports from another HSI office regarding possible possession, distribution, receipt and production of Child Pornography by a suspect. Investigators went to the suspect's residence



to interview him regarding the possible crime. Investigators obtained consent to “preview” a computer at the residence and discovered evidence to further the investigation using the Artemis Tool, which was developed in a cooperation between Oak Ridge National Labs and KPD Investigators. The computer was taken for further examination. A KPD computer forensic examiner conducted the exam of the suspect’s laptop and discovered 103 images and videos containing illegal material. Charges were filed locally for Receipt and Possession of Child Pornography. The suspect fled Tennessee but was caught and arrested in New Jersey and charged again for Receipt and Possession of Child Pornography. The suspect is currently in jail.

*City of Memphis:* The City of Memphis’ ICAC Task Force is operated by the Memphis Police Department (MPD). MPD is the regional task force for the Western Division of the state. MPD’s budget for FY 2013 included funding for overtime to four (4) ICAC police officers, forensic examination hardware and software, and training expenses.

In the third quarter of FY 2013, the Memphis Police Department ICAC Unit received information regarding a juvenile victim being used in a Human Trafficking case. Sgt. Vicki Harris was assigned the case and interviewed the 14 year old victim, who advised that she was being prostituted by an adult male. She was then traded to another adult male who advertised her on Backpage.com with her only being partially clothed. The victim had been missing for approximately two months. In a collaborative effort with the Federal Bureau of Investigation (FBI), investigators served search warrants on the residence of the second adult male, and on digital media used to exploit the victim online. Additionally, another adult male suspect had also been commercially sexually exploiting the 14 year old victim who was later taken into custody in Mississippi. As the investigation progressed, one additional arrest was made of an adult female who kept the victim hidden from law enforcement in an effort to aid the male suspect to avoid prosecution. The female suspect also kept the victim in servitude status by continuing to have her act as a prostitute. State arrest warrants were issued for both male suspects. The state Trafficking and Sexual Servitude charges were later dropped in favor of federal indictments being procured against all four defendants. Federal indictments were issued on each of the subjects in March 2013. Each subject is facing 15 to 25 years if convicted.

*Metropolitan Government of Nashville and Davidson County:* The Metropolitan Government of Nashville and Davidson County’s (Metro) ICAC Task Force is operated by the Metro Nashville Police Department (MNPD). MNPD is the regional task force for the Middle Division of the state. MNPD’s budget for FY 2013 included funding for the salary of one officer and overtime for ICAC support staff, forensic examination hardware and software, subcontracts to the Cookeville Police Department, the Tennessee Bureau of Investigation, and the Tennessee Association of Chiefs of Police for ICAC-related equipment and training.

In October 2012, members of the Metro Nashville Police Department, with the assistance of the US Marshall’s Office, the Tennessee Department of Correction, and the Tennessee Bureau of Investigation conducted a Sex Offender Registry verification/ compliance check. During this check one particular offender admitted to officers that he was in possession of child pornography. With that information, ICAC Detectives Mike Adkins and Rob Carrigan obtained a search warrant for this offender’s residence. During the execution of the warrant, the detectives seized a laptop and several external hard drives. During a forensic examination lasting several months, of those items, Surveillance and Investigative Support

Unit Detective Chad Gish found over 500,000 images and 25,000 videos of child pornography. This case was scheduled to be presented to a Federal Grand Jury.

## **Automated Fingerprint Imaging Systems (AFIS) Program**

The Automated Fingerprint Imaging Systems (AFIS) Program is funded through TCA § 67-4-606 (a) (12) which requires 2.3056% of litigation tax proceeds to be deposited in the state general fund and earmarked for grants awarded and administered by the Tennessee Office of Criminal Justice Programs. Automated fingerprint identification is the process of automatically matching one or many unknown fingerprints against a database of known and unknown prints. Automated fingerprint identification systems are primarily used by law enforcement agencies for criminal identification initiatives, such as identifying a person suspected of committing a crime or linking a suspect to other unsolved crimes.

The state AFIS program follows the state fiscal year. The goal of this program is to improve the criminal justice system through the purchase and installation of electronic fingerprint imaging systems (LiveScan Machines) including maintenance and the payment of associated line charges. Funding from the AFIS Program is only available to the Tennessee Bureau of Investigation and County Governments. OCJP funded the AFIS project utilizing a total of \$520,000.00 in state appropriated funding from state FY 2013. Federal JAG funds in the amount of \$198,000 supported the purchase of 6 additional LiveScan machines (Houston, Haywood, Jefferson, Lincoln, McMinn, and Stewart Counties).

The Tennessee Bureau of Investigation received a grant from OCJP to offset the line charges associated with the electronic submission of fingerprints to TBI from the individual county Sheriff's Offices that utilize LiveScan machines. These agencies are submitting arrest information including fingerprint images electronically to the TBI. The LiveScan machines are connected to the TBI's Automated Fingerprint Identification System (AFIS) utilizing a dedicated communication circuit. This circuit is obtained through services provided by the Office for Information Resources (OIR), a division of the Department of Finance and Administration within Tennessee State Government.

Local booking agents are eligible for funding when available to assist them with purchasing a new LiveScan machine to replace machines that are no longer functioning properly and maintain the state's compliance with federal requirements. These agencies submit arrest information including fingerprint images electronically to the TBI. In order to be eligible for funding, the county Sheriff's office must be (TBI) certified and in good standing with the requirements of the Tennessee Information Enforcement System (TIES). The applicant agency must also be in compliance with the requirements of the Tennessee Incident Based Reporting System (TIBRS).

The Tennessee AFIS system is a vital component for public safety. The system connects Tennessee law enforcement agencies with state and national criminal databases, which house extensive data on offenders. Prior to the automated system, county jails were not connected to a central system and entire individual criminal histories were not readily accessible. Through automation, the system is now transmitting data in real time, and the criminal justice system is more connected.

## **Statewide Automated Victim Information and Notification Program**

In 1998, the state of Tennessee adopted Article 1, §35 of the Tennessee Constitution, the Victims Bill of Rights, requiring victims to be notified when there is any release, transfer, or escape of an offender from confinement. The TN State Automated Victim Information Notification (SAVIN) program is responsible for ensuring victim notification and providing immediate and accurate information concerning the movement of offenders in county jails.

The TN SAVIN program is funded through § 67-4- 602 (Public Chapter 488), enacted in 2009, which added an additional privilege tax upon conviction in relation to criminal cases. In FY 2013, OCJP granted \$543,830.00 in state appropriated funding from the privilege tax. The OCJP is the designated state office to administer funds collected and annually issues a grant to finance the TN SAVIN project. The Tennessee Sheriff's Association (TSA) is charged with the statutory duty of administering the notification program.

In FY 2013, the TSA maintained the SAVIN programmatic services to 88 counties currently on line in the state and implemented the program in 2 additional counties for a total of 90 counties online. There were 22,779 victim registrations in FY2012. FY 2013 documented 36,517 victim registrations during the fiscal year. This is a 16.4% increase in registrations from FY 2012.

This automated system has provided an infrastructure in Tennessee to notify victims immediately when an offender's status changes at a county jail. The system is connected to each county's booking system so that jail employees make one entry in the system and it automatically generates the notification to the victim. Prior to this system, jail employees were required to contact victims over the phone or via U.S. Postal Service. This could take multiple calls to try to locate the victim. Now the victim can be contacted via telephone, email or U.S. postal service and the notification is automatically generated.

## **Ignition Interlock System Program**

In FY 2010, TCA § 55-10-403 was expanded by enhancing the penalty for violations of §§ 55-10-401 - 55-10-404 and providing a portion of the fees assessed will be transmitted to the Department of Finance and Administration, Office of Criminal Justice Program, for the purpose of funding grant awards to obtain and maintain law enforcement equipment needed and personnel needed in the enforcement of alcohol related traffic offences and to halfway houses whose primary focus is to assist drug and alcohol offenders. In FY 2013 TCA Section 55 was amended to require ignition interlocks for all convicted drunk drivers with a blood alcohol concentration (BAC) of .08 or greater. Beginning July 1, 2013, the new law went into effect, requiring first-time drunk driving offenders to use an interlock device for a period of six months as a condition of a restricted license. The law also requires an in-vehicle camera with the installation of every ignition interlock device. This advanced technology will snap a photograph each time the Breathalyzer is activated.

As with any new fee based fund source, the Ignition Interlock System Program has been slow to generate funding. At the end of FY 2013, the amount of funding accumulated by this program allocated to OCJP was a total of \$63,235 to be used for both the law enforcement and halfway house purposes. During the FY 2013, OCJP collected data and began developing the protocols and procedures for implementing this program. Awards under this fund source will be made for the first time in FY 2014.

# Victim Services

The Office of Criminal Justice Programs (OCJP), Victim Services Unit, is responsible for administering funds to state and local victim service agencies across Tennessee to meet the needs of victims of crime and to increase the availability of current training and best practices for those who work with victims of crime. In FY 2013, the Victim Services Unit oversaw grants to state and local entities totaling approximately \$13,604,413.00 in federal, and state and local funds.

Federal grant sources include:

- Family Violence Prevention and Services Act (FVPSA)
- Sexual Assault Services Program (SASP)
- Services•Officers•Training•Prosecution (STOP)
- Victims of Crime Act (VOCA)
- Community Defined Solutions grant (CDS)

The Victim Services Unit coordinates several streams of state funding including:

- The Methamphetamine Initiative for Child Advocacy Centers (METH)
- The Domestic Violence State Coordinating Council
- Senator Tommy L. Burks Victim Assistance Academy,
- Family Violence Shelter Fund
- Sexual Assault Fund
- Child Abuse Fund

Additionally, OCJP Victim Services has been instrumental in implementing Action Step 33 of the Governor's Public Action Safety Plan.

Victim services programs receiving OCJP grants are varied and include domestic violence programs; child advocacy centers; sexual assault programs; law enforcement and prosecution projects serving victims of domestic violence, sexual assault, dating violence and stalking; victim-witness coordinators, civil legal assistance projects; Court Appointed Special Advocates (CASA); Mothers Against Drunk Driving (MADD); and elder abuse projects.

## Services to victims include:

Counseling  
Therapy  
Domestic Violence Shelter  
Emergency Civil Legal Representation  
Civil and Criminal Court Advocacy  
Prosecution of Offenders  
Law Enforcement Services  
Personal Advocacy  
Transportation

Crisis Hotlines  
Criminal Injuries Compensation Assistance  
Sexual Assault Forensic Exams  
Crisis Counseling  
Community Resource Information/Referral  
Language Services  
Community Outreach  
Victim-focused Training  
Support Groups and Others

**Strategic Planning:** OCJP's Victim Services Unit conducts annual planning sessions in order to determine the best way to utilize state and federal dollars allocated for the provision of services for victims of crime. Every year, the Victim Services Unit staff attends training events, participates in issue specific webinars, attends local and state meetings focused on victim issues and frequently talks with agencies from across the state that provide victim service programming. This information is utilized to determine which services are needed, where services are limited or unavailable, how to better serve underserved populations, and to identify new trends for victim services programming.

In order to help agencies maintain their victim services programming, the Victim Services Unit is committed to providing continuation funding to those agencies that have a history of providing needed services to victims of crime while proving to be good stewards of limited federal and state dollars. As needs are determined through the strategic planning process and as funding becomes available, new projects are funded that address service gaps, provide innovative programming and/or are evidenced-based programs.

## **Victims of Crime Act (VOCA)**

In 1984, the Victims of Crime Act (VOCA, established the Crime Victims Fund in the U. S. Department of Treasury and authorized the Fund to receive deposits of fines and penalties levied against criminals convicted of federal crimes. The Office for Victims of Crime in the U.S. Department of Justice is responsible for the distribution of the funds, which are collected by U.S. Attorney's Offices, U.S. Courts, and the U.S. Bureau of Prisons. This Fund provides the source of federal funding to states via the VOCA grant program, CFDA # 16.575, for all activities authorized by VOCA.

The purpose of VOCA grant funding is to provide high quality services that directly improve the health and well-being of victims of crime with priority given to victims of child abuse, domestic violence, sexual assault and services for previously underserved victims. The services are efforts that:

- Respond to the emotional and physical needs of crime victims;
- Assist primary and secondary victims of crime to stabilize their lives after victimization; and
- Assist victims to understand and participate in the criminal justice system, provide victims of crime with a measure of safety and security such as boarding up broken windows and replacing or repairing locks.

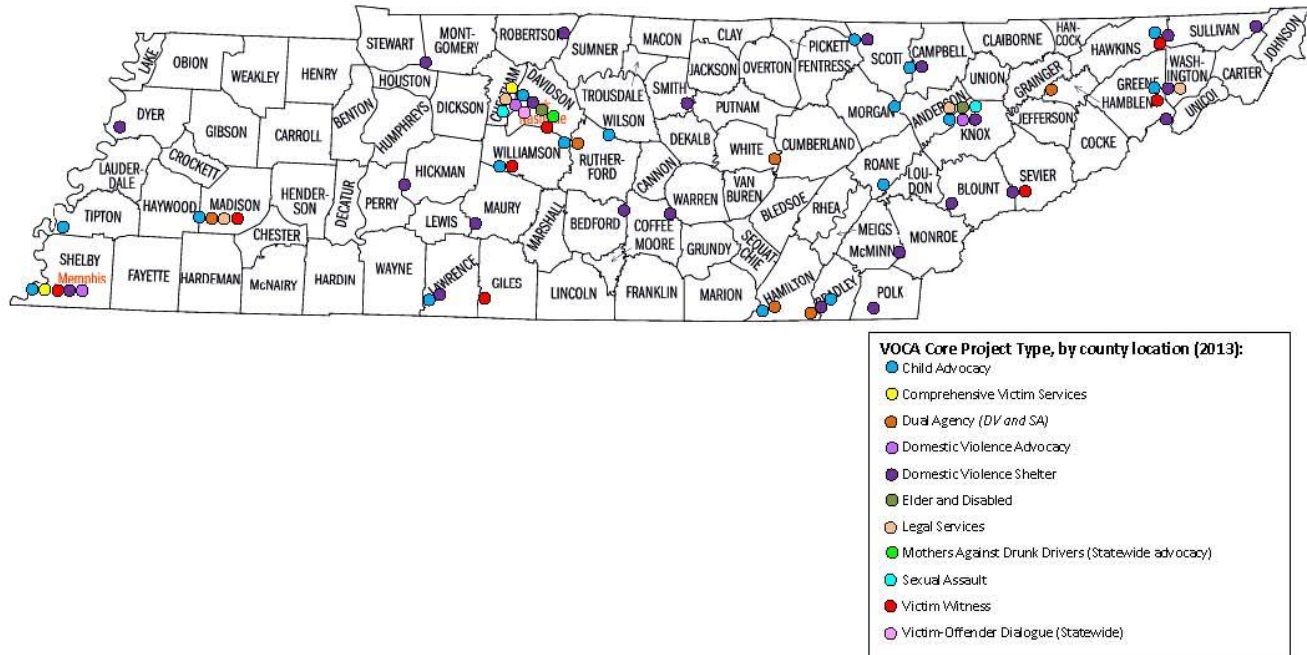
In FY 2013, Tennessee obligated \$7,748,221.00 in VOCA funding. VOCA subrecipients are required to contribute 20% of the total project costs in the form of a cash or in-kind match. VOCA has four priority areas for project funding: domestic violence, sexual assault, child abuse and underserved crime victims (including homicide survivors, elder abuse, DUI/DWI crash victims, adults molested as children, robbery, assault, etc.). States must allocate a minimum of 10% of the VOCA victim services funds to each of the four priority areas.

In FY 2013, VOCA provided funding to 82 Victim Services projects including:

- 22 Child Advocacy projects
- 4 Comprehensive Victim Services (multiple victim types served) projects

- 6 Dual Agency (Domestic Violence and Sexual Assault) projects
- 5 Domestic Violence Advocacy projects
- 24 Domestic Violence Shelter projects
- 4 Elder and/or Disabled projects
- 1 Mothers Against Drunk Drivers (statewide Advocacy) project
- 4 Legal Services projects
- 2 Sexual Assault projects
- 9 Victim-Witness projects
- 1 Victim Offender Dialogue (Statewide) project

### VOCA Services Available by County Location – 2013



Below is an overview of the VOCA supported outputs related to clients served and services provided for FY 2013:

- 35,733 crime victims served by VOCA funded projects
- 20,734 crime victims received community resource information/referral
- 8,764 crime victims received personal advocacy
- 3,792 crime victims received legal advocacy
- 2,881 crime victims received therapy
- 14,273 crime victims received criminal justice advocacy

## **VOCA Program Highlight**

*Department of Correction:* In 2013, the VOCA award funded an innovative project with the Tennessee Department of Correction (TDOC) to offer a **Victim Offender Dialogue (VOD)** service. The VOD is a structured, face-to-face discussion between a crime victim/survivor and the offender. The program is designed to meet the needs of victims trying to stabilize their lives and give voice to their grief. The dialogue can only be initiated at the request of the victim/survivor. The facilitator counsels with the victim/survivor and the offender separately for months or even years until all parties are prepared to meet in person. The end result is that survivors can continue the healing process and experience closure.

In the first year of the grant, TDOC reached out to victim advocacy agencies and volunteers to promote the program and recruit facilitators to be trained. As a result, eight participants attended a five day new facilitator training at Fall Creek Falls State Park. The training was conducted by national VOD expert Jon Wilson of Just Alternatives. During the week, each participant reviewed, processed and discussed case studies of various dialogues.

As the project proceeds into the next phase, the newly trained facilitators will help with at least one VOD case each. Also during this year, the Project Director will hold quarterly in-service meetings as a means of providing continuing education and support to the facilitators. Three of the meetings will be conference calls and one will be an in-person meeting. In addition to these plans, the Project Director will begin to recruit additional facilitators who will be trained next year.

## **Services•Training•Officers•Prosecution**

The Services•Training•Officers•Prosecution (STOP) grant, CFDA # 16.588, is administered by the Office on Violence Against Women (OVW) in the United States Department of Justice. STOP Grants promote a coordinated, multidisciplinary approach to improving the criminal justice system's response to violence against women. This approach envisions a partnership among law enforcement, prosecution, the courts, victim advocates and service providers to ensure victim safety and offender accountability.

The STOP grant program provides funding for projects that assist in efforts to reduce violence against women and men, specifically domestic violence, sexual assault, stalking, and dating violence.

STOP funded programs must address one or more of the following purpose areas:

- Training law enforcement officers and prosecutors to more effectively identify and respond to violent crimes against women;
- Developing, training, or expanding specialized units of law enforcement officers and prosecutors targeting violent crimes against women;
- Developing and implementing more effective police and prosecution policies, protocols, orders, and services specifically dedicated to identifying, and responding to violent crimes against women;
- Developing, installing, or expanding data collection and communication systems linking police, prosecutors, and courts or that are designed to identify and track arrests, protection orders, violations of protection orders, prosecutions, and convictions for violent crimes against women;



- Developing, enlarging, or strengthening victim service programs, including sexual assault and domestic violence programs;
- Developing, enlarging, or strengthening programs addressing stalking;
- Developing, enlarging, or strengthening programs addressing the needs and circumstances of Indian tribes in dealing with violent crimes against women.
- Supporting statewide, multidisciplinary efforts to coordinate the response of law enforcement, prosecution, courts, and victim services to sexual assault, domestic violence, dating violence, and stalking.
- Training sexual assault forensic medical personnel examiners
- Developing, enlarging, or strengthening programs to assist law enforcement, prosecutors, courts, and victim services to address and recognize the needs and circumstances of older and disabled individuals who are victims of domestic violence and sexual assault.
- Providing assistance to victims of domestic violence and sexual assault in immigration matters.
- Maintaining core victim services and criminal justice initiatives, while supporting complementary new initiatives and emergency services for victims and their families.
- Supporting the placement of special victim assistants (to be known as “Jessica Gonzales Victim Assistants”) in local law enforcement agencies to serve as liaisons between victims of domestic violence, dating violence, sexual assault and stalking and personnel in local law enforcement agencies in order to improve the enforcement of protection orders.
- To provide funding for:
  1. The development and implementation of training of local victim domestic violence service providers, and to fund victim services personnel, to be known as “Crystal Judson Victim Advocates,” to provide supportive services and advocacy for victims of domestic violence committed by law enforcement personnel;
  2. The implementation of protocols within law enforcement agencies to ensure consistent and effective responses to the commission of domestic violence by personnel within such agencies (such as the model policy promulgated by the International Association of Chiefs of Police (“Domestic Violence by Police Officers: A Policy of the IACP, Police Response to Violence Against Women Project” July 2003) ;
  3. The development of such protocols in collaboration with State, tribal, territorial and local victim services providers and domestic violence coalitions.

In FY 2013, Tennessee obligated \$1,973,335.00 in STOP funding. STOP subrecipients are required to contribute 25% of the total project costs in the form of a cash or in-kind match.

The Violence Against Women Act (VAWA) requires that states allocate STOP funds as follows:

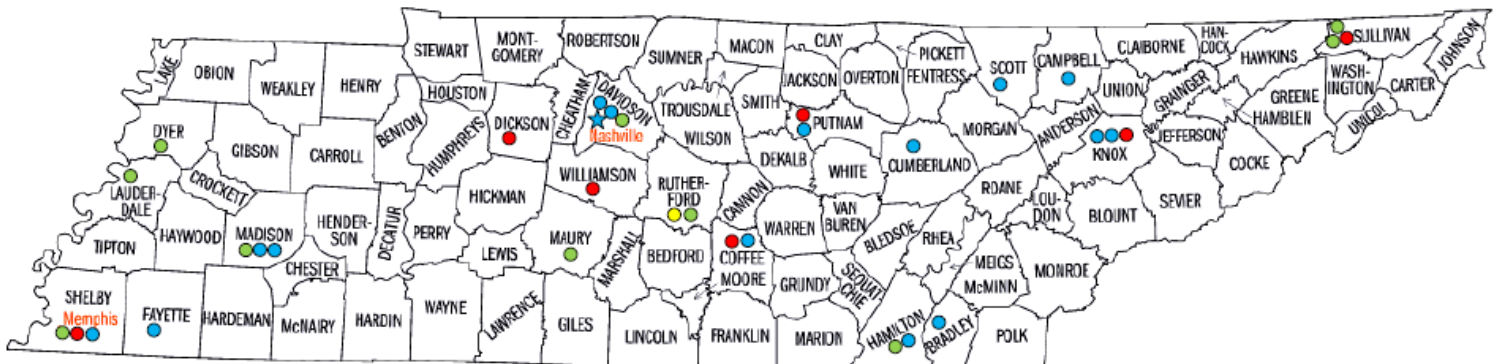
- 25% for law enforcement programs
- 25% for prosecutors
- 30% for nonprofit, nongovernmental victim services (of which 10% must go to culturally specific community based organizations)
- 5% for State and local courts

- 15% to further support law enforcement, prosecution, court or victim services programs at the state's discretion

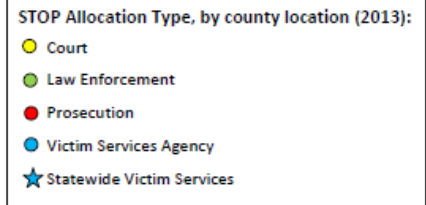
In FY 2013, the STOP grant provided funding to 34 projects including:

- 1 court project
- 7 prosecutor projects
- 6 law enforcement officer grants
- 4 law enforcement training grants
- 16 victim services projects including 1 grant to a culturally specific project

### STOP Services Available by County Location – 2013



★ Tennessee Coalition to End Domestic & Sexual Violence is located in Davidson County but provides technical assistance and training across the state.



In FY 2013, the STOP award supported the following services for victims and training for service providers:

- 1,875 domestic/dating violence victims, 157 sexual assault victims and 24 stalking victims received direct services from STOP victim services projects
- 3,925 domestic/dating violence cases, 40 sexual assault cases and 68 stalking cases were prosecuted by STOP Prosecutors
- 1,992 domestic/dating violence cases, 86 sexual assault cases and 21 stalking cases were investigated by STOP Law Enforcement Officers
- 2,016 participants received training on domestic violence, sexual assault, dating violence and/or stalking topics from STOP victim services, court, and prosecution projects at 100 training events
- 311 law enforcement officers received training on domestic violence, sexual assault, dating violence and/or stalking topics at 13 events provided by 4 STOP Law Enforcement Training Projects

All STOP funded agencies annually identify what STOP funding allowed their agencies to accomplish that it couldn't do without STOP funding.

## **STOP Program Highlights**

*6<sup>th</sup> Judicial District:* STOP Program funding continues to enable this jurisdiction to provide and designate a full-time specialized prosecutor to handle all misdemeanor domestic violence crimes and to enhance and improve a coordinated community response to domestic violence. The domestic violence special prosecutor is co-located at the Knoxville Family Justice Center and spends 25% of her time there working with investigators, victim advocates, civil legal attorneys and other collaborators. Funding also enables the specialized prosecutor to attend and/or lead regularly scheduled collaboration meetings designed to improve and enhance the community's response to domestic violence.

*Avalon Center:* STOP funding allows the Avalon Center to provide comprehensive high quality victim services to many of their most rural communities who have no or few resources. The Avalon Center is able to attend OP hearings and DV hearings in all five of their counties and provides a court advocate each time one of their victims are present in court. Their advocates are able to spend quality time with all clients as client's request. This time can be spent on the phone, in person, and at court; etc. The time advocates are able to spend with clients allows them to provide not only crisis intervention services, but also education into the dynamics of domestic violence, the cycle of violence and facilitates understand of the power and control wheel. The Avalon Center is also able to bring professional counseling to all clients in their service area. Victims receive counseling to help deal with the trauma and help to heal from the wounds left from the domestic violence they have endured. STOP funds allow the Avalon Center to provide a specially trained counselor who has been working with victims of domestic and sexual violence for over 20 years. This funding affords the opportunity for the client and the counselor to decide together when counseling is no longer needed.

*City of Spring Hill:* The City of Spring Hill is fast growing, but still struggles to have enough money to fund a detective solely for domestic assault cases. Through the STOP grant, a detective is able to focus only on the victims of domestic violence, sexual assault and stalking. The absence of this funded position would create a case load for others in the department that would make it difficult for victims to receive the same one-on-one assistance that they receive at this time. The services for the victims have improved tremendously since the inception of this grant. The grant also provides the STOP-funded detective the opportunity to attend training that he would otherwise not be able to attend due to budget constraints and the expensive nature of specialized courses.

*Tennessee Coalition to End Domestic and Sexual Violence:* By receiving STOP funding, the Tennessee Coalition to End Domestic and Sexual Violence (The Coalition) was able to provide a P.O.S.T. approved 40 hour Domestic Violence & Sexual Assault Law Enforcement School at the Tennessee Law Enforcement Training Academy for 47 law enforcement officers. This training provided participants with the information and skills necessary to return to their respective agencies and teach domestic violence and sexual assault intervention and investigation skills. The Coalition reports it would not have been able to host this training without this funding.

## **Family Violence Prevention and Services Act (FVPSA)**

The purpose of the Federal Family Violence Prevention and Services Act Program (FVPSA); CFDA # 93.671, under the Department of Health and Human Services of the Federal Government is:

- to assist nonprofit organizations, local public agencies, approved partnerships, and faith-based organizations in supporting the establishment, maintenance, and expansion of programs and projects to prevent incidents of family violence, domestic violence and dating violence;
- to provide immediate shelter, supportive services, and access to community-based programs for adult and youth victims of family violence, domestic violence, or dating violence, and their dependents; and
- to provide specialized services for children exposed to family violence, domestic violence or dating violence underserved populations, and victims who are members of racial and ethnic minority populations.

FVPSA grant funded programs provide immediate shelter, supportive services and access to community based programs for their dependents. States must provide specialized services to underserved populations. Special emphasis is given to the support of community-based projects of demonstrated effectiveness. Shelter Programs must provide the following nine (9) core components:

- Safe confidential shelter
- 24 hour crisis hotline
- Counseling
- Advocacy
- Transportation
- Community education
- Referral
- Follow-up
- Specialized services to children and to underserved populations

The FVPSA funded programs provide shelter, supportive services, and/or prevention services to adult and youth victims of family violence, domestic violence or dating violence and their dependents. The service priorities include:

1. Operating and administering shelter facilities
2. Assistance in developing safety plans and supporting the efforts of victims to make decisions related to their ongoing safety and well-being
3. Offering individual and group counseling, peer support groups, and referral to community-based services to assist victims and their dependents in recovering from the effects of violence
4. Offering services, training, technical assistance and outreach to increase awareness of family violence, domestic violence and dating violence, and increasing the accessibility of these services
5. Offering culturally and linguistically appropriate services such as using interpreters, having documents translated into other languages used in the service area, etc.
6. Offering services for children exposed to family violence, domestic violence or dating violence, including age appropriate counseling, supportive services and services for the non-abusing parent along with the child

7. Offering advocacy, case management services, and information and referral to victims, concerning issues related to family violence, domestic violence, or dating violence
8. Assisting victims and their dependents in accessing related Federal and State financial assistance programs
9. Offering legal and medical advocacy, including referrals for health care services (mental health, substance abuse, etc.) but not including reimbursement for health care services
10. Assistance in locating and securing safe and affordable permanent housing and homelessness prevention services for victims of domestic, family or dating violence
11. Offering transportation, child care, respite care, job training, and employment services, financial literacy services and education, financial planning and related economic empowerment services, as well as parenting or other educational services for victims and their dependents
12. Providing prevention services to underserved populations, including populations underserved because of geographic location (such as rural isolation), underserved racial and ethnic populations, populations underserved because of special needs, such as language barriers, disabilities, alien status or age.

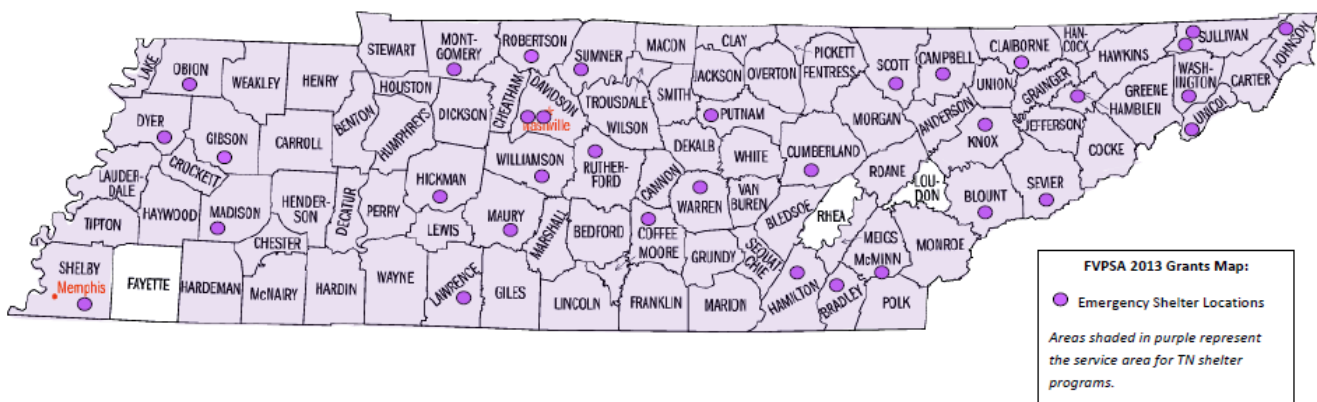
In FY 2013, Tennessee obligated \$1,703,316 in federal FVPSA funding. FVPSA subrecipients are required to contribute 20% of the total project costs in the form of a cash or in-kind match.

Funding for the Tennessee domestic violence shelter programs comes not only from FVPSA, but also from three legislated state funding sources. The State 'Family Violence Shelter (FVS) fund sources are:

- Original Marriage License Fee - TCA §67-4-411
- Additional Marriage License Fee - TCA §36-6-413
- Defendant Fine - TCA §39-13-111

Tennessee obligated \$1,008,629 in state family violence shelter funds. In FY 2013, these state (FVS) funds provided 37% of the total funding OJCP granted to the 30 domestic violence shelter agencies. There is no match requirement for state family violence shelter funds.

### Family Violence Prevention Services Act (FVPSA) – Emergency Shelter Locations in Tennessee 2013



Every shelter program that receives FVPSA/State funding must annually report on 100% of the clients and services provided by the program. Below is an overview of the FVPSA/State funding supported outputs related to clients served and services provided for FY2013:

- 30 domestic violence shelter agencies received funding from FVPSA/state funding to support 34 individual domestic violence shelters and services for shelter residents and non-shelter residents.
- 3,835 victims of domestic violence and their children were sheltered
- 92,632 bed nights provided by domestic violence shelters
- 24 days was the average length of stay for shelter residents
- 19,635 victims of domestic violence and their children received non-shelter supportive services including safety planning, individual counseling, support group, legal/personal/housing advocacy, community referrals, etc.
- 1,156 school-based domestic violence prevention programs were presented
- 43,580 crisis hotline calls were received by shelter programs
- 103,548 volunteer hours were provided at shelter programs

During FY 2013, 7,564 domestic violence shelter program clients responded to survey questions and reported the following benefits:

- 95% of clients agreed or strongly agreed that the information and help they received helped her/him feel safer
- 96% of clients agreed or strongly agreed that the agency helped them in learning how to access benefits or community resources
- 96% of clients reported they were satisfied with the services that they received

State domestic violence funding also supported a Shelter Leadership Institute which was provided through a grant to the Tennessee Coalition to End Domestic and Sexual Violence. The Shelter Leadership Institute was a one-day training focusing on trauma-informed care for domestic violence victims. The Institute provided 5.3 hours of specialized training and was attended by 28 shelter programs' Executive Directors or Shelter Directors.

The FY 2014 state budget included a \$250,000.00 appropriation for family violence services. This appropriation will provide additional funding to domestic violence shelters in FY 2014. In the future, this recurring appropriation may be used to offset reductions in the federal FVPSA funds. There was a 6% reduction in FVPSA funding for FY 2014 due to sequestration and the FVPSA office is estimating there will be at least a 5% cut in FY 2015 funding due to sequestration.

TCA §71-6-203 establishes an Advisory Committee on Family Violence Shelters. The committee has five members, of which, one is to be a former client of a family violence shelter. Committee membership currently includes:

- Teresa Grant, Executive Director – The HOPE Center, Inc., Athens
- Amy Hilliard, Survivor and Former Shelter Resident
- Regina McDevitt, Program Director – Partnership for Families, Children and Adults, Inc., Chattanooga;
- Kathy Walsh, Executive Director – Tennessee Coalition to End Domestic and Sexual Violence, Statewide Coalition
- Jackie Williams, Executive Director – YWCA of Greater Memphis, Memphis

The Advisory Committee on Family Violence Shelters helped develop the Family Violence Shelter Standards which became effective 12/28/2001 and are still guiding the family violence shelters today.

Currently, the Advisory Committee convenes during an annual conference call and discusses the distribution of state funds to family violence shelters and any relevant changes effecting Tennessee's shelters. The primary goal for OCJP and the Advisory Committee is to maintain a consistent source of annual funding for the shelters.

During Fiscal Year 2013, the Advisory Committee held a conference call on November 29th, 2012 to discuss the following:

- FY 2013 state funding distribution for Family Violence Shelters
- Tennessee Shelter Statistics for the previous Fiscal Year of 2012
- Progress made by Tennessee Shelters in implementing FVPSA's 2010 Reauthorization mandate for Voluntary Services
- Progress made by Tennessee Shelters in integrating the Trauma Informed Care Model into all program services for shelter victims and their children
- New state legislation enacted in 2012 effecting family violence issues

### **FVPSA Program Highlight**

*Community Health of East Tennessee:* On a cold winter night a call came in on the crisis line from a police officer who was calling from the local hospital. The officer was requesting help for a young lady who had been severely assaulted. A staff member from the shelter met the victim at the hospital. Both of her eyes were black, she had staples from her forehead to her crown. She was literally bruised from the top head to her toes.

On a holiday, while most people were spending time with families and friends, this young lady was being held hostage in her own home by the father of her son. He locked her in a tiny bedroom and repeatedly beat her for six hours with a pool stick. As he was beating her, he ripped her clothes from her body and threatened repeatedly to sexually assault her. Jane feared for her life, she was sure it was the end. After six long and terrifying hours, for some reason, he called his mother to come to get her to take her for medical care. When Jane arrived at the hospital she was examined, x-rayed and required staples to suture the large gash in her head.

After Jane was released from the emergency room, the shelter staff transported her to a safe place, and the next day, she came to the shelter wearing only a hospital gown because that was all she had. Jane was clothed, fed, and given hygiene items so she could shower and rest. Jane's face was extremely bruised and swollen. She had even more bruising than the night before. Staff spoke with Jane and explained to her that the Shelter Program could work with the local police department to document the abuse and also to make sure that the man who had perpetrated this abuse would be arrested. Jane agreed to meet with the local police department if an advocate would go with her. Two advocates photographed all of the cuts, bruises, scratches etc. Through collaboration with the victim, the shelter program, and the local police department, the perpetrator was arrested.

After several days of healing at the Shelter, Jane began to attend education classes and receive case management in the Shelter residential program. Jane also received transportation to and from many appointments. She stayed in the residential program for

sixty-six days. In those days she received court advocacy while she attended several court hearings. She worked to get custody of her three children who had been removed from the home by the Department of Children's Services.

Three months later, Jane's children were placed in a kinship arrangement with Jane's uncle in Georgia. Jane returned back home to Georgia with her family and her children to start a new life. After a couple of months she regained full custody of her children. After ten months, her perpetrator finally took the plea deal from the District Attorney's Office allowing some closure of the terrifying years that she spent under his brutal control.

(\*Jane is not her real name and she gladly gave permission for us to share her story.)

*Haven House:* Haven House Shelter received a call from a victim asking for help and a safe refuge. The victim, "Sarah" had a good career and had achieved many accomplishments. She came to Haven House after a physical altercation with her husband. They had been married for decades and were both highly regarded in the community. Haven House court advocate assisted her in obtaining an order of protection. Her story like so many, was a story of secrecy with years of physical, psychological and emotional abuse. And like so many, she minimized the abuse. However, during her participation in support groups, she came to understand how much more extensive the abuse was that she endured. The family advocate worked to safety plan with her while at the safe house. Due to the assessed high lethality of the abuser, Haven House also felt an obligation to safety plan with her employer to ensure that the workplace was safe. Haven House notified the Sheriff's office to request patrol of the workplace. After Sarah was able to return to work, safety plans were again developed to ensure she and her coworkers were safe. The court advocate was with her during every step of the legal proceedings as a support and to help her navigate through the entire process. After returning to work, Sarah set aside enough funds to move into a new home. Safety plans were again revised in order to assist her in retrieving items from the marital homes. The case manager assisted her with individualized plans to identify personal goals to start her new journey in life – violence free. The Shelter Staff collaborated with community resources to assist her in furnishing her new home with all of the items she would need to start over. After moving into her new home, she has continued to participate in support groups as a Haven House outreach client and has made a friend with another safe house resident and they continue to support each other. She reported that she is doing well in her new environment and plans on utilizing outreach services for an extended period of time.

(\*Sarah is not her real name and she gladly gave permission for us to share her story.)

## **Sexual Assault Services Program (SASP)**

The Sexual Assault Services Program (SASP), CFDA 16.017, was created by the Violence Against Women and Department of Justice Reauthorization Act of 2005 (VAWA 2005), 42 U.S.C. §14043g, and is the first Federal funding stream solely dedicated to the provision of direct intervention and related assistance for victims of sexual assault.

Overall, the purpose of SASP is to provide:

- Intervention
- Advocacy
- Accompaniment (e.g., accompanying victims to court, medical facilities, police departments, etc.)



- Support services
- Related assistance for adult, youth, and child victims of sexual assault, family and household members of victims and those collaterally affected by the sexual assault.

Intervention and related assistance may include:

- 24-hour hotline services providing crisis intervention services and referral;
- Accompaniment and advocacy through medical, criminal justice, and social support systems, including medical facilities, police, and court proceedings;
- Crisis intervention,
- Short-term individual and group support services,
- Comprehensive service coordination and supervision to assist sexual assault victims and non-offending family or household members;
- Information and referral to assist the sexual assault victim and non-offending family or household members;
- Community-based, linguistically and culturally specific services and support mechanisms, including outreach activities for underserved communities; and
- The development and distribution of materials related to the services described in the previous bullets.

In FY 2013, Tennessee obligated \$186,240.00 in federal SASP funding. There is no match requirement for SASP funding.

Funding for the Tennessee non-profit, non-governmental sexual assault agencies comes not only from SASP, but also from the state sexual assault fund. The sexual assault fund is legislated by TCA §40-24-108 and is funded from proceeds of a fine imposed on those convicted of a sexual offense.

TCA §71-6-303 establishes an advisory committee. The committee consists of five members, of which, one is to be a former client of a sexual assault program. Committee membership currently includes:

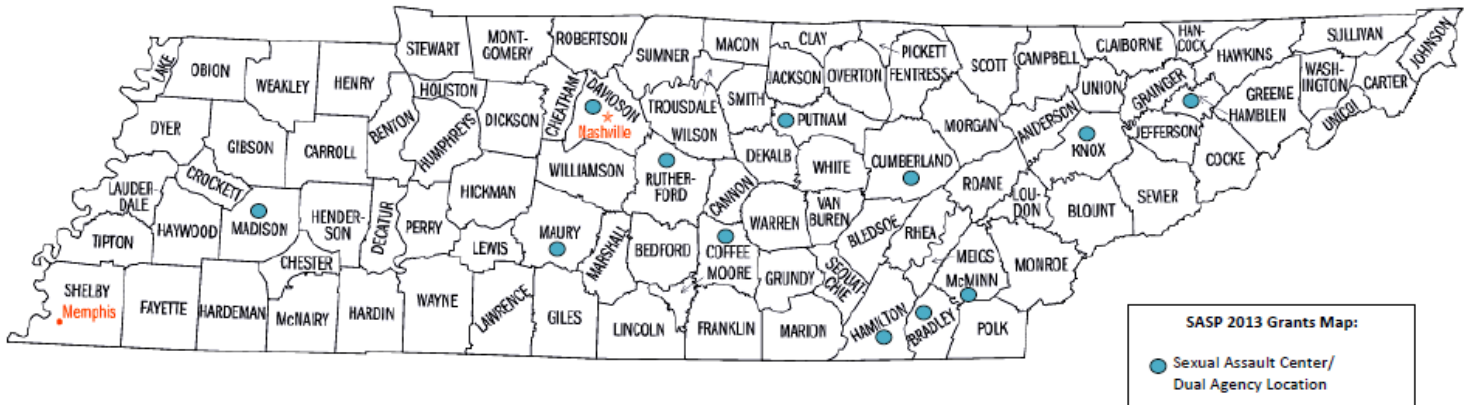
- Rachel Freeman, Vice President of Programs- Sexual Assault Center, Nashville
- Kathy Walsh, Executive Director – Tennessee Coalition to End Domestic and Sexual Violence, Statewide Coalition
- Daryl Chansuthus, Executive Director – WRAP, Jackson
- Kelly Peters, Advocacy Coordinator – Sexual Assault Center of East Tennessee, Knoxville
- Vacant, designated to be filled by a Former client of a sexual assault program

The committee makes recommendations as to the allocation of funds under the sexual assault fund. The committee has an annual conference call to review the sexual assault fund collections.

In FY 2013, Tennessee obligated \$30,000 in state sexual assault funds to non-profit, non-governmental sexual assault agencies. There is no match requirement for state sexual assault funds.

During the 2012 calendar year, SASP/State grants provided funding to 12 sexual assault agencies.

## Sexual Assault Services Program Grants 2013



The following is an overview of the SASP funding supported outputs related to clients served and services provided for the 2012 calendar year:

- 524 sexual assault victims received SASP funded services;
- 208 victims received counseling services;
- 326 victims received crisis intervention;
- 119 victims received criminal justice advocacy;
- 35 victims received transportation;
- 106 victims received civil legal advocacy; and
- 95% of the sexual assault victims served were female, 20% of victims were ages 7 - 17, 13% of victims had a known disability, and 31% of victims lived in a rural area.

The [Best Practices for Tennessee Sexual Assault Agencies](#), July 2010, serves as a guideline for agencies in Tennessee that are serving victims/survivors of sexual assault. The document provides specific definitions and basic components of what a sexual assault agency is and how the agency can determine eligibility for services. It also outlines specific components for agencies serving minors.

The document outlines confidentiality requirements, including legal and ethical requirements, as well as, required written policies addressing confidentiality. There are required sexual assault agency policy and procedure language examples for the following topics: confidentiality, maintenance of confidential records, release of client information, and duty to inform.

Best Practices also outlines the required six core services to be provided to eligible victims of sexual assault as well as guidelines for non-core services like therapy and forensic medical exams. The service delivery process is outlined including intake, assessment, client service planning, case record requirements, and evaluation of client services. Additionally, since most of the provider agencies are non-profits, there are governance components, grievance procedures, and other requirements including training requirements for staff and volunteers.

### **SASP Program Highlight**

*Sexual Assault Center:* SASP funding allows sexual assault agencies to provide services that, without SASP funding, could not be offered. The Sexual Assault Center (SAC), in Nashville, utilized SASP funding in 2012 to support two therapist positions and a small

portion of their Intake Specialist position. Through the therapist positions partially funded with the SASP grant, SAC was able to address their ever-growing waiting list of sexual assault survivors in need of therapeutic services. SAC is the only agency in Middle Tennessee that specializes in the treatment of sexual assault survivors. Their therapists are experts in the field of sexual assault and have specialized training and continuing education in Evidence-Based and Evidence-Informed Practices, such as Trauma-Focused Cognitive Behavioral Therapy, Eye Movement Desensitization and Reprocessing (EMDR), Play Therapy, Art Therapy, Dialectical Behavioral Therapy, Cognitive Processing Therapy, and others.

SASP funding made it possible for SAC to provide healing therapeutic services to additional victims of sexual assault. The Sexual Assault Center measures the effectiveness of therapy services with clinical measures and other evaluation tools. These tools are administered, evaluated and analyzed at intake, through weekly progress notes, semi-annual reports, and at termination of therapy. Within a few months of treatment, survivors frequently show an increase in positive coping skills, anger management skills, safety skills, risk reduction skills, assertiveness skills, and relaxation and grounding techniques. Improvement in self-esteem, healthy relationships, and overall functioning are also noted. 70% of the SAC clients served in 2012 with SASP funding decreased trauma related symptoms such as depression, anxiety and sleep problems.

The following client story was provided by a SASP funded therapist from the Sexual Assault Center:

This client is an adult survivor who was sexually abused at the age of 4. At the beginning of our work together, she trusted no one (including me). Her feelings of worthlessness and her distrust of others affected her relationships with her partner, friends, and family. Her fear that history would repeat itself, or that her two young daughters might suffer the same trauma, was so intense that she couldn't sit in our waiting room if children were present. Her struggles with weight and health issues reinforced her feelings of low self-esteem, shame, and worthlessness. She cried through every session and told me she felt helpless to change. In a recent session she cried for a different reason, explaining to me that through our work together she has come to realize that she trusts me and that I am truly looking out for the best interest of her and her children. This followed a difficult session where we discussed the conversations she can have with her children to keep them safe and educated about body safety; she went home with books, activities, coloring books, etc., even though the notion of having this conversation was very triggering for her, as her children are approaching the age at which she was abused. In a recent session, she came to the realization that she maintains an unhealthy weight in an attempt to feel "unappealing" and thus "safe" from being sexually assaulted. Essentially, she is hiding within her own body. She has come to see that this keeps her stuck in a place of shame and restricts her life in so many ways. Since that session, she has joined a gym, goes four times a week to different exercise classes, is looking for opportunities to get involved in activities she has loved in the past (singing in the church choir, taking dance classes), and she has taken my referral for couples counseling to work on her relationship with her partner (who has joined us for a session and is very supportive of the work she is doing in therapy). In addition, she is considering returning to school. In therapy, she is finally able to share details of her trauma narrative and move forward in the healing process.

## Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program (Arrest)

The Office on Violence Against Women (OVW) awards the Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program (Arrest) (*formerly called Community Defined Solutions Grant Program (CDS)*), CFDA # 16.590, to encourage state, local, and tribal governments and state, local, and tribal courts to treat domestic violence, dating violence, sexual assault, and stalking as serious violations of criminal law requiring coordination with nonprofit, nongovernmental victim advocates and representatives from the criminal justice system. Tennessee received a CDS award in FY 2011 for the Tennessee Sexual Assault Response Project. OCJP contracted with the TCEDSV to implement the Tennessee Sexual Assault Response Project which concluded 9/30/12. The information in this report section was also included in the FY 2012 OCJP Annual Report. This information has been included as part of the FY 2013 Annual Report because the project was active during the first quarter of the fiscal year.

The primary goal of the Tennessee Sexual Assault Response Project was to improve the sexual assault response of the entire Tennessee criminal justice system. The project had the following objectives:

- To develop Sexual Assault Response Teams (SARTs) and support Sexual Assault Nurse Examiners (SANEs) by partnering with sexual assault victim advocates at 10 nonprofit agencies serving 21 counties in Tennessee to actively respond to sexual assault;
- To distribute and implement statewide policies and protocols on forensic rape exams, sexual assault reporting, and evidence collection and retention in sexual assault cases that hold perpetrators of sexual assault accountable and protect survivor safety, self-determination, and confidentiality; and
- To increase the knowledge, skills, and leadership ability of 100 law enforcement officers, 300 judges, and 50 local legal advocates and SART members in Tennessee through updating and distribution of written materials on sexual assault response and replication of successful training models on a statewide basis.

Tennessee's Arrest/CDS award totaled \$800,000.00 for a twenty-four month period (10/1/10 – 9/30/12). The award was passed through to the Tennessee Coalition to End Domestic and Sexual Violence (TCEDSV) to administer project components, including subcontracting funds to 10 nonprofit sexual assault agencies for the provision of direct services to sexual assault victims.

Some achievements and successes from the Tennessee Sexual Assault Response Project include:

- 563 sexual assault victims received direct services including civil legal advocacy/court accompaniment, counseling services/support group, criminal justice advocacy/court accompaniment, and crisis intervention.;
- 98 sexual assault victims were assisted with an order of protection;
- 46 law enforcement officers were trained on issues relating to domestic violence and sexual assault. 100% of participants reported that they "will apply what they learned back at their jobs." Training participant comments included, "it was an excellent class;

very informative" and this training "will help me start a domestic violence and sexual assault class for my department."

- Training Products Developed:
- 40-Hour Law Enforcement School on Domestic Violence and Sexual Assault to Law Enforcement Officers;
- CD's with Bench Book and Law Book for General Sessions Judicial Conference to General Sessions Judges
- Sexual Assault and Order of Protection Bench Cards to General Sessions Judges, Trial Judges, and District Attorneys in all 33 Judicial Districts.
- 39 sexual assault legal advocates and local Sexual Assault Response Team (SART) members attended a Coordinated Community Response Institute presented by the Coalition;
- 4,077 individuals received training and/or technical assistance at 229 events; and
- 120 General Sessions Judges learned about the dynamics of sexual assault in a joint training by the TCEDSV and the Tennessee Administrative Office of the Courts.

As part of the Arrest/CDS project, the OCJP in collaboration with the TN Coalition to End Domestic and Sexual Violence and the TN Domestic Violence State Coordinating Council (DVSCC) created Best Practice Guidelines for Sexual Assault Response Services for Adult Victims. A sub-committee of the DSVCC reviewed various state and national protocols and drafted the Best Practices. The purpose of the [Tennessee Best Practice Guidelines for Sexual Assault Response Services for Adult Victims](#) is to provide communities across the state with important information and considerations when responding in the aftermath of a sexual assault.

These guidelines are designed to help communities assess whether policies presently in place throughout the state of Tennessee are victim-centered and honor the spirit behind forensic compliance mandates. These Guidelines focus on facilitating victim-centered care for first responders, increasing victim access to justice, and supporting victims in navigating various systems following an assault. The Best Practice Guidelines were finalized in July 2012 and disseminated electronically to all OCJP victim service grantees. They are available for download by the general public on the Tennessee Coalition to End Domestic & Sexual Violence's [web site](#).

OCJP applied for and received continuation project funding for the federal fiscal year 2013 Arrest grant. As of the publication of this Annual Report the application is still in the revision and acceptance process with OVW. Project activities for the continuation Arrest award will be reflected as part of the FY 2014 OCJP Annual Report.

## **Governor's Public Safety Action Plan**

In developing the Governor's Public Safety Action Plan, the Subcabinet Working Group met with over 300 stakeholders from across the state to gather information about a variety of public safety issues.

The Governor's Public Safety Action Plan is a result of the stakeholder meetings and other work undertaken by the Subcabinet Working group. The three goals of the Plan are to

reduce drug abuse and drug trafficking, curb violent crime and cut the rate of repeat offenders. From these three goals eleven objectives and forty action steps were developed.

OCJP Victim Services is leading the initiative for Action Step 33.

**Goal:** Curb Violent Crime

**Objective:** Reduce the Level of Violence in the Home

**Action Step 33:** Provide more support for domestic violence victim shelters and family safety centers.

More specifically, under Action Step 33, there are two long term outcomes. To address the first outcome, OCJP Victims Services will increase the training and technical assistance opportunities for domestic violence shelter program leadership.

During FY 2013, OCJP Victim Services provided over fourteen hours of training/technical assistance for domestic violence shelter program leadership.

- July, 2012 - Conference Call for Shelter Directors regarding changes to the FVPSA Annual Report Form per FVPSA (17 participants/ 1.5 hours)
- August, 2012 - Day long training on Practical Tips for Implementing Voluntary Services (14 participants/ 5 hours)
- November, 2012 - Conference Call for Shelter Directors to provide the annual results from their Output Data and Narrative Reports, as well as to share and discuss their progress and challenges in implementing Voluntary Services. (30 participants/1.5 hours = 45 hours)
- March, 2013--Pre-conference Training on Trauma Informed Care with a National Expert (prior to Coalition Annual Training) (5.3 hours/23 participants)
- June, 2013 ---Conference Call with Shelter Directors to review the Output and Outcome Reporting Forms and to review the changes to the Narrative Report Form. (1 hour/25 participants)

The second long term outcome for Action Step number 33 of the Governor's Public Safety Plan calls for OCJP to increase the number of family justice/safety centers in the State from the current two to at least five and to increase the number of formal community partnerships serving victims of domestic violence. This long term outcome is being addressed by the Criminal Justice Unit and information regarding the steps taken and process made can be accessed on page 11 of this report.

## **Methamphetamine Initiative for Child Advocacy Centers**

Under then Governor Phil Bredesen, the Governor's Methamphetamine Initiative (METH) was created to address the impact of methamphetamine (Meth) use and production in Tennessee. Increasingly, children are affected by the family chaos that results from their parents' illegal manufacture and use of this substance. These parents neglect their children's development and place them in hazardous living conditions that can cause serious health problems, even death. They are exposed to immediate dangers and to the ongoing effects of chemical contamination. In addition, the child may be subjected to fires and explosions, abuse and neglect, a hazardous lifestyle, social problems, and other risks.

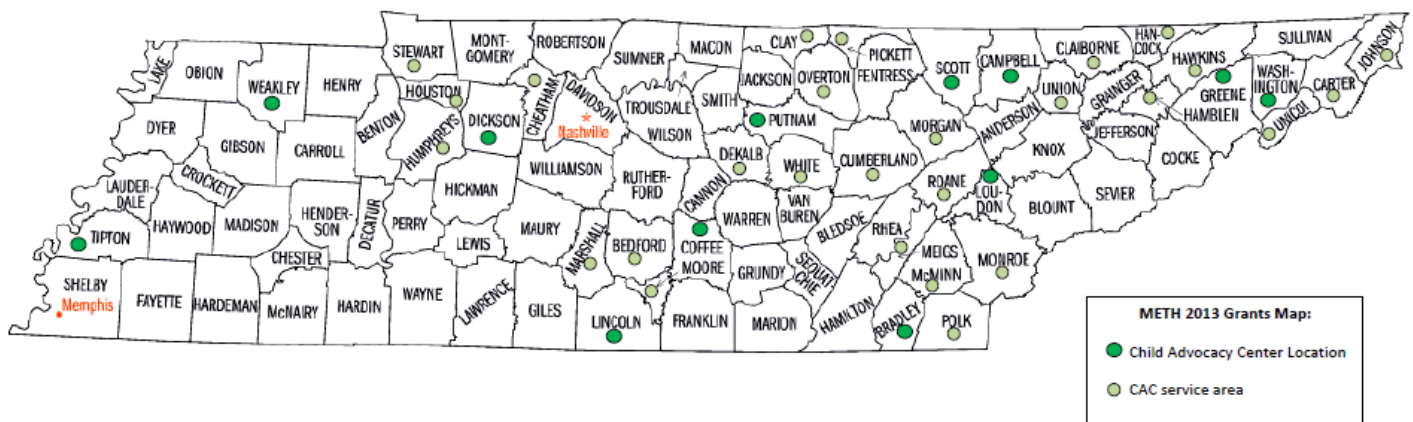
In FY 2013, Tennessee obligated \$420,000.00 in state METH funding. There is no match requirement for METH funding.

In allocating the funds, priority is given to Child Advocacy Centers. These Centers are multidisciplinary programs that allow professionals from child protective services, law enforcement, criminal justice, victim advocacy agencies, and the medical and mental health communities to work in a collaborative way to better serve children who have been victimized. The goal of a Child Advocacy Center is to ensure that children are not re-victimized by the very system designed to protect them.

The purpose of the program is to support services to drug exposed children. Child Advocacy Centers provide services to drug endangered children and their non-offending family members in a child friendly environment in a manner that reduces systemic redundancy and re-victimization of the child.

In FY 2013, METH funding provided grants to 12 child advocacy centers.

### Methamphetamine Initiative Grant Projects 2013



Below is an overview of the METH award supported outputs related to clients served and services provided to children and non-offending parents for FY 2013:

- 221 drug endangered children received therapy
- 156 drug endangered children received criminal justice advocacy/support
- 705 CPIT Meetings were attended on behalf of drug endangered children
- 204 drug endangered children received safety planning
- 274 drug endangered children received drug education
- 60 non-offending parents/caregivers received therapy
- 173 non-offending parents/caregivers received drug education

METH funding provides vital services to children exposed to Meth or other drugs. The METH funded projects assists the non-offending parent or caregiver to best care for the child/children who have been emotionally or physically impacted by the home situation. Additionally the non-offending parent or caregivers are given information and resources for their own self-care.

## **METH Program Highlights**

*Twenty-Third District Child Advocacy Center:* The child, "C," first came to us because of a report that she had been sexually abused by her uncle. C's uncle had lived two houses away for years, and her mother was clearly very upset by the discovery. While C was in her forensic interview, our Family Advocate, spoke with the mother for crisis intervention. The Family Advocate learned that C's father was recently incarcerated on meth charges, and that C and her mom were struggling with multiple hardships at once. His income was lost, and the family had no food in the home. Her mother also disclosed that she herself had gone through something similar as a child and had never received any help for it. The Family Advocate was able to provide crisis counseling, food, drug education material, a referral to the child for counseling and a referral to mom for mental health counseling as well.

*Upper Cumberland Child Advocacy Center (UCCAC):* In July of this fiscal year, UCCAC had a fourteen year old female come to their center concerning a rape. UCCAC began to work with this teenager and her mother. During the Forensic Interview, she was able to tell her story and gave details that would allow the perpetrator to be charged with aggravated statutory rape. During this investigation UCCAC found that the perpetrator was a known drug user of Methamphetamine and alcohol. The Family Advocate has helped this victim receive several services thus far through their facility. She has received a medical exam from Our Kids at the UCCAC facility. The victim has also received counseling with the therapist along with education from the Family Advocate. The Family Advocate will continue to work with this victim as she will have upcoming court that will require preparation and accompaniment to the court case. UCCAC can already tell a remarkable difference in the victim's recovery. During the time they have seen her at the UCCAC, she has begun to engage with her family more and has had better success in school. The perpetrator in this case has been indicted by the grand jury for aggravated statutory rape. The case is set for trial January 2014.

## **Victim Assistance Academy (Senator Tommy Burks)**

The purpose of the Senator Tommy Burks Victim Assistance Academy is to improve services to victims of all types of crime by providing a comprehensive, basic-level victim assistance curriculum and training program to victim services providers and allied professionals. The Academy is a comprehensive; basic-level training designed for victim services providers. The week-long Academy offers a Tennessee-specific 40 hour curriculum modeled after the National Victim Assistance Academy.

The Academy addresses issues specific to Tennessee crime victims and offers individuals who are fairly new to the field of victim advocacy opportunities to expand their skills and knowledge of Tennessee law and advocacy by learning from experts and each other. The training is appropriate for individuals working in victim advocacy programs, prosecutor's offices, law enforcement, probation, corrections, emergency responders, domestic and sexual violence programs, child advocacy centers and other victim advocacy agencies. The Academy is also appropriate for students who are interested in the field of victimology.



An annual state appropriation is made to the Tennessee Coalition to End Domestic and Sexual Violence in the amount of \$100,000.00 for the purpose of planning and coordinating the annual training event. There is no match requirement for the state funds.

The 2013 Academy reported the following accomplishments:

- 47 attendees received 40 hours of training;
- 97% agreed or strongly agreed that the training session had a clearly defined purpose;
- 95% agreed or strongly agreed that they learned a great deal in the training session;
- 92% agreed or strongly agreed that they will apply what they learned back on their job; and
- 96% agreed or strongly agreed that they were satisfied with the training they received.

Victim Academy participants included these comments while completing a training participant survey:

- “Being a newer advocate in the field, this training was diverse and showed me more avenues and agencies that I can utilize in my community.”
- “Good classes. I’ve already recommended this Academy to others in my agency.”
- “Thank you all for such an excellent training. It was incredibly valuable and applicable to our work with victims.”
- “I will be taking the knowledge and hands on training that I have learned this week and possibly make improvements on how I approach things. Most of all I feel it has made me want to grow as an individual in multiple areas of my life.”

## **Domestic Violence State Coordinating Council**

The purpose of the Domestic Violence State Coordinating Council (DVSCC) is to increase awareness and understanding of domestic and family violence within the state. The DVSCC’s responsibilities include designing statewide policy for law enforcement and judicial response to domestic violence; designing training for law enforcement personnel across the state that focuses on the dynamics of domestic violence and the handling, investigation and response procedures concerning reports of domestic violence; and designing training for all judges and judicial personnel across the state that focuses on the dynamics of domestic violence and the handling and response procedures concerning allegations of domestic violence. Additionally, the DVSCC develops regulations for batterers’ intervention programs and is the certifying body for these regulations. Membership is legislated by TCA§38-12-103 and meets quarterly.

An annual state appropriation is made to the TCEDSV in the amount of \$71,500.00. An additional \$7,000 collected from the Domestic Violence Community Education Fund is added to fund an annual grant to the TCEDSV of \$78,500 for the purposes of providing necessary support services to the DVSCC. There is no match requirement for the state funds.

The DVSCC reported the following FY 2013 accomplishments:

- 9 trainings were attended by 383 participants including batterers’ intervention program staff, law enforcement personnel, judges, district attorneys, victim advocates, and other community members;

- 3 webinars were attended by 60 participants including advocates, domestic violence program staff and batterers intervention staff;
- 3 quarterly meetings and 9 committee meetings were held;
- 3 batterer intervention programs were certified, 2 programs were recertified; 1 program was monitored and 1 program's services were expanded to additional counties;
- 32 batterers' intervention programs received technical assistance; and
- 233 technical assistance calls from law enforcement, courts, batterers' intervention programs, victim advocates and others were responded to by the DVSCC.

The DVSCC reported the following outcomes for training participants:

- 97% agreed or strongly agreed that the training session had a clearly defined purpose;
- 96% agreed or strongly agreed that they learned a great deal in the training session;
- 91% agreed or strongly agreed that they will apply what they learned back on their job; and
- 94% agreed or strongly agreed that they were satisfied with the training they received.

DVSCC training participants included these comments while completing a training participant survey:

- "I will share this information with my local Batterer's Intervention Program to help in their certification."
- "I will review the training presentation and learn how to possibly look at things a little different and be able to assist those in a better fashion."
- "I will be helping to train other facilitators with this information."

## **Child Abuse Fund**

The Child Abuse Fund was created through TCA §39-13-530 and requires forfeiture of any conveyance or real or personal property used in a sexual offense committed against minors to be transmitted through the general fund to a child abuse fund.

TCA §39-13-530 requires that 50% of the monies from the child abuse fund be used for child advocacy centers; 25% of the monies be used for the court appointed special advocates (CASA); and 25% of the monies be used for child abuse prevention.

In FY 2012, OCJP Victim Services developed and proposed rules for the Child Abuse Fund. OCJP Victim Services consulted with Prevent Child Abuse Tennessee, the Tennessee Chapter for Child Advocacy Centers and Tennessee CASA Association, while developing the proposed rules. The rules were promulgated in December 2012.

In FY 2013, \$104,540.00 was collected for the child abuse fund. With these funds, OCJP provided grants to Prevent Child Abuse Tennessee, the Tennessee Chapter for Child Advocacy Centers and the Tennessee CASA Association. The Tennessee Chapter for Child Advocacy Centers subcontracted with the local child advocacy center in the judicial district where the crime was committed. The local child advocacy center will use these funds to provide programs and/or services to child abuse victims. The Tennessee CASA Association subcontracted with the local CASA program in the judicial district where the crime was committed. The local CASA agency will use these funds to provide programs/services for

those children who need CASA services. The grant to Prevent Child Abuse Tennessee will be used for child abuse programming/services and/or training.

## Monitoring Unit

Monitoring is the review process used to determine a subrecipient's compliance with the requirements of a state and/or federal program, applicable laws and regulations, and stated results and outcomes. Monitoring also includes the review of internal controls to determine if the financial management and the accounting system are adequate to account for program funds in accordance with state and/or federal requirements. Monitoring should result in the identification of areas of non-compliance with the expectation that corrective action will be taken to ensure compliance.

Grant oversight continues to remain a key priority for distribution of federal funds. The Federal Office of Management and Budget (OMB) issued a revised publication of Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations in June 2003. In response to the revisions The Department of Finance and Administration issued Policy 22 in June 2004 to establish the requirements for subrecipient contract monitoring for the State of Tennessee.

The OCJP monitoring unit is responsible for performing monitoring activities in accordance with Policy 22, to ensure that Federal and State awards are used for authorized purposes in compliance with laws, regulations, and the provisions of contracts or grant agreements and performance goals are achieved. In addition to state and/or federal program specific monitoring requirements, all reviews must address fourteen core areas as applicable. The core areas are:

- I. Activities Allowed or Unallowed
- II. Allowable costs/Cost Principles
- III. Cash Management
- IV. Davis-Bacon Act
- V. Eligibility
- VI. Equipment and Real Property Management
- VII. Matching, Level of Effort, Earmarking
- VIII. Period of Availability of Funds
- IX. Procurement, Suspension and Debarment
- X. Program Income
- XI. Real Property Acquisition and Relocation Assistance
- XII. Reporting
- XIII. Special Tests and Provisions
- XIV. Title VI

Policy 22 requires the submission of a Monitoring Plan to the Department of Finance and Administration annually. The OCJP Monitoring plan describes the methodology and goals for the fiscal year October 1, 2012 to September 30, 2013. In order to be compliant with Policy 22, the unit monitored at least 1/3 of the contracts and 2/3 of the contract total dollar amount for the year. In addition to personnel and fund source descriptions the plan included a listing of all grants, the current year available funds, and the assigned risk assessment score.

The Department of General Services, Central Procurement Office assumed the responsibility for subrecipient monitoring oversight beginning FY 2012 and issued Policy 2013-007 in May

2013 to establish the requirements for subrecipient contract monitoring for the State of Tennessee. This policy replaces Policy 22 for the 2013-2014 fiscal year.

## Monitoring Overview

The purpose of the OCJP Monitoring Unit is to determine contracted agencies' accountability by:

- Adhering to OMB Circular A-133 and Policy 22 requirements,
- Adhering to contract requirements,
- Adhering to the *Tennessee Office of Criminal Justice Administrative Manual* requirements, and
- Working with program staff in fulfilling the requirements of the review.

And to support the OCJP mission by:

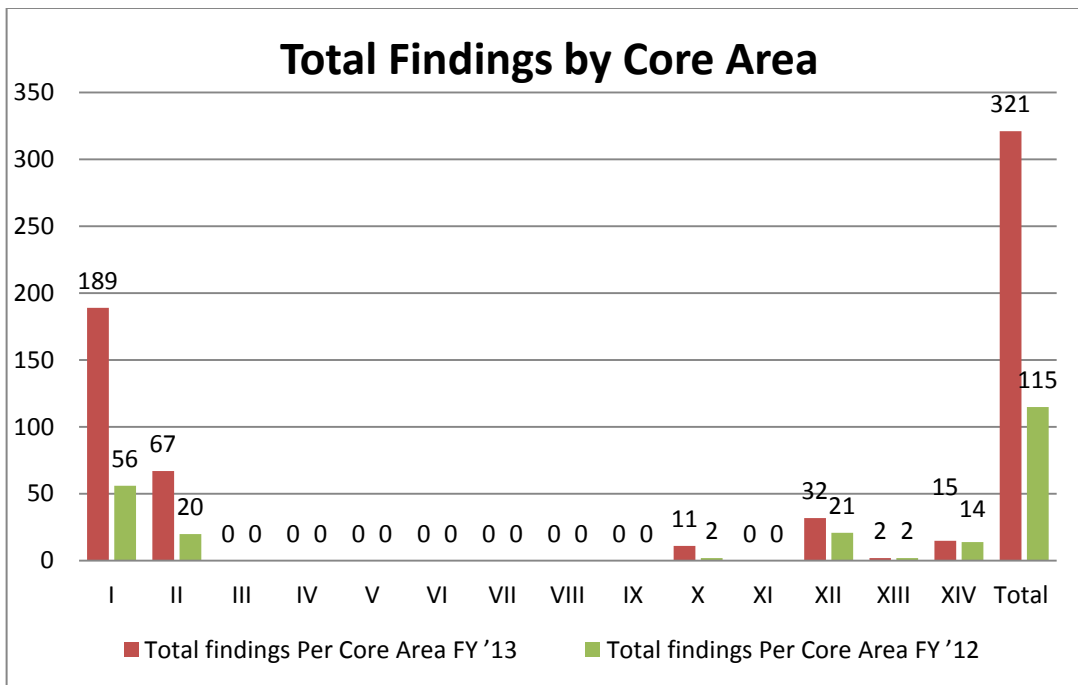
- Providing some level of technical assistance,
- Achieving improved sub-recipient grant implementation, and
- Sharing in OCJP outcomes as an integral part of its success.

In addition to the Assistant Director, Fiscal and Assistant Director, Monitoring the Monitoring Unit was comprised of three full-time program monitors, one full-time fiscal monitor, and two part-time fiscal monitors in fiscal year 2013. The Monitoring Unit reviewed 158 contracts in 100 monitoring visits. This represented 61% of the total number of contracts and 68% of the total dollar amount.

## Summary of Findings

In fiscal year 2013 the unit monitored 100 criminal justice and non-profit agencies with 158 contracts to ensure compliance with state and federal grant requirements. There were 321 findings of non-compliance and 28 observations for improvement. This is compared to 94 agencies with 210 contracts with 115 findings and 9 observations in 2012. This is a 162% increase in average number of findings per agency. See Chart below:

	FY 2012	FY 2013
Number of Agencies Monitored	94	100
Number of Contracts Monitored	210	158
Number of Findings	115	321
Number of Observations	9	28
Average number per agency	1.2	3.2



There were 10 specific findings cited in 2013 that are not found in 2012. The findings and their frequency are shown in the following table.

Core Area	Finding in 2013 not seen in 2012	Frequency of Occurrence
I.	Volunteers not performing allowable activities	1
I.	Did not notify OCJP of lawsuit	16
I.	Did not comply with other notifications	2
I.	Inadequate background check policy	25
I.	Shelter Rules not in compliance	7
I.	Staff not aware of Life Safety Codes	2
I.	Grant paid staff performing unallowable activities	2
I.	No data collection procedures or inadequate methods	1
II.	Request reimbursement for more than actual	3
II.	No timesheets for grant paid staff.	2

The most notable improvements were in Cost Allocation Plan adherence, Policy 03 report submission, and Title VI training. Significant increased findings were noted in the following: Release of Information form not in compliance and other reports not submitted or inaccurate. There were 29 findings resulting in Questioned Costs totaling \$124, 915.14.

### Monitoring Summary

The findings and observations in 2013 support a focus on program/project implementation as well as contract compliance. This focus resulted in ten previously not cited findings and

increased findings in program related areas such as allowable activities, acceptable policies, and project implementation.

Subrecipient agencies are required to submit a Corrective Action Plan (CAP) for findings and observations within 30 calendar days after the report is issued. The CAP must outline strategies to correct the specific finding(s) and observation(s) as well as, avoid findings of similar nature in the future. Program managers are responsible for ensuring receipt of an acceptable CAP and approving it timely. In addition, program staff use information gathered during the monitoring visits and the findings summary to identify areas for training and technical assistance during the year. This information may also be taken into consideration in the application process. It is critical for agencies to align with the OCJP strategic plan and prove capable of providing quality programs to their clients and beneficiaries to receive funding. The monitoring process, including receipt and approval of acceptable CAPs, helps improve the system of criminal justice and victim service agencies for the State of Tennessee. The Monitoring Unit will continue to look for ways to partner with the program staff to improve the thoroughness and utility of the monitoring review.

Plans and procedures are in place for monitors to increase their understanding of contract narrative logic models, especially for criminal justice grants, in 2014. This, in addition, to redesigned guides will help the monitors recognize those agencies not implementing projects appropriately or fully and/or not realizing outcomes as expected. A concerted effort by program and monitoring staff to hold agencies accountable for programs/projects that benefit their communities will help OCJP realize its goal of working for a safer Tennessee.

## **Conclusion**

The mission of the Office of Criminal Justice Programs is to function as a strategic planning agency that secures, distributes and manages federal and state funds for Tennessee while collaborating with other public and non-profit agencies to leverage these funds with other state and local resources to implement innovative projects to reduce crime, provide services for victims of crime and promote overall enhancement of the criminal justice system in Tennessee.

In furtherance of this mission OCJP implements a rigorous strategic planning process that includes continued collaboration with Federal, State, and Local stakeholders to provide the very best decision making process to identify needs, gaps in services, potential funding streams, and best practices in program development, implementation and evaluation.

As stewards of these funds OCJP staff maintains the highest standards of grants management through extensive technical assistance grant monitoring, output and outcome reporting and program evaluation. OCJP staff continues to work with the Federal agencies to draw down criminal justice and victim services formula funds as well as securing competitive grant funds. These Federal funds along with several State appropriated and fee based funding sources allow OCJP to direct funding to the areas with the greatest need as determined from the strategic planning process. By directing its limited resources into areas that promise the best return for the public's investment OCJP continues to positively impact the lives of citizens.

The planning and management of these State and Federal funds improves the quality of life for all Tennesseans by helping achieve OCJP's vision of a safer Tennessee.