

2019 Abstract and Identifiers Office of Criminal Justice Programs

The Edward Byrne Memorial Justice Assistance Grant assists the Tennessee Office of Criminal Justice Programs (“OCJP”) in carrying out a multi-faceted approach to crime and crime victimization in Tennessee by supporting the improvement of the infrastructure of the criminal justice system and by enabling innovation and funding new ideas and strategies to combat crime. Tennessee commits to accomplishing this while staying within the boundaries of the National Drug Control Policy. Through scheduled meetings and other formalized gatherings OCJP has determined the priorities to fund. Priority shall be given to programs across the State of Tennessee that is successfully employing evidence-based strategies.

The goal of Tennessee’s project under the 2019 Edward Byrne Memorial Justice Assistance Grant will be to improve and enhance Tennessee’s programs in the areas of prevention and education; law enforcement; prosecution and court; corrections and community corrections and planning, evaluation and technology.

Strategy 1 System weaknesses tied to domestic violence and sexual assault

Strategy 2 Gang intelligence and a coordinated approach to apprehension and prosecution of drug offenses (to include the opioid epidemic) and violent crimes

Strategy 3 Data-driven, location-based strategies to crime reduction

Strategy 4 Meeting basic infrastructure issues such as law enforcement equipment, domestic violence shelter enhancements and criminal justice and victim service practitioners’ training

Strategy 5 Community-based crime prevention & education activities

Strategy 6 Case backlog and programs designed to minimize time and maximize effectiveness of court

Strategy 7 Improve criminal justice information sharing and integrated systems

Strategy 8 Evidence-based programs and personnel found to reduce recidivism of inmates housed locally

Strategy 9 Expansion of victim services through Criminal Justice systemic collaborations such as Family Justice Centers

OCJP will continue to coordinate with all national, state, and local stakeholders in the implementation of the Byrne JAG program. OCJP has also completely incorporated the Performance Measurement Tool into the comprehensive sub-grantee reporting process.

Project identifiers associated with this proposed project activities include the following:
Crime Prevention, Drug Market Intervention, Reentry, Justice Information Sharing, Strategic Planning, Evidenced Based

**Tennessee's Edward Byrne Memorial Justice
Assistance Grant (JAG)
FFY 2019 Program Narrative**

The Office of Criminal Justice Programs (OCJP), which is located within the Tennessee Department of Finance and Administration, continues to serve as the State Administrative Agency (SAA) for the Edward Byrne Justice Assistance Grant (JAG) Program in Tennessee. For over two decades the Byrne Program has provided a vehicle for pilot development of new criminal justice programs in the State of Tennessee.

The Byrne Justice Assistance Grant assists the Office of Criminal Justice Programs in carrying out a multi-faceted response to crime and victimization in Tennessee by supporting the improvement of the infrastructure of the criminal justice system, by enabling innovation, and by funding new ideas and strategies to combat crime. Tennessee's implementation of this program is designed to adapt as changes occur to the system.

OCJP takes advantage of the wisdom of both state leaders and local stakeholders in determining the direction of strategy. Tennessee's newly-elected Governor, Bill Lee, is working on outlining the strategies that are needed to fulfill his vision for the State of Tennessee, which includes a criminal justice task force. The task force is currently being assembled. In the interim, OCJP will continue to be aligned with and implement former Governor Bill Haslam's plan. Under former Governor Haslam's plan, the Director of OCJP sits on the Governor's Public Safety Subcabinet Working Group which meets quarterly and is tasked with creating Tennessee's Public Safety Action Plan. Much of the Public Safety Action plan is incorporated into OCJP's strategic plan. Under Governor Haslam, through scheduled meetings and other formalized gatherings (round table discussions, strategic planning sessions, data analysis, etc.), OCJP determined the priorities to fund. Emphasis has been placed on and priority given to programs which employ evidence-based strategies. For further information, please see 2017 [Tennessee's Five Year Strategic Plan](#), and the state [FY 2019 update](#) (both are available on the OCJP website along with the other annual updates). This plan includes OCJP Priorities funded in this application, as well as by funding streams other than FFY19 Byrne JAG.

Statement of the Problem:

The Tennessee Office of Criminal Justice Programs (OCJP) 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, measuring the performance of, and evaluating the results of those decisions. Our strategic program management process looks several years ahead of daily grants management activities at the changing needs of Tennessee's justice system. The process 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.

As in most states, the majority of Tennessee's criminal justice dollars continue to be raised from local taxes and spent on local and state criminal justice priorities and problems. Crimes are committed locally, and that is where offenders are apprehended, defendants tried, sentences determined and

carried out, and where services are provided for both the victims of the crime and offenders. Because the Statewide Multi-year Strategy serves as the blueprint for all coordinated drug and violent crime control efforts in the State and the rehabilitative services for those that commit those crimes and the reparative services for those victimized, it is imperative that the State utilize a strategic planning process that reflects the perspectives of these practitioners. It must be as inclusive as possible. To that end, the Office of Criminal Justice Programs (OCJP) takes a data-driven approach and proactively seeks input from practitioners on the local, state and federal levels to assist in influencing the strategy. OCJP gathers practitioner information through a variety of planned information gatherings, training conferences and seminars, as well as through informal meetings and surveys. This strategy document is a reflection of this information gathered from across the State as well as data from across the Nation.

The [Strategic Plan](#) provides an overview of the criminal justice system and victim services in Tennessee, outlines the strategic planning process conducted by OCJP, reviews the current data related to crime, victimization and services, and identifies the areas of greatest need tied to systemic weakness and outline the plan moving forward to address those needs.

The data contained in the statewide strategic plan demonstrates the following nine areas of need:

- System weaknesses tied to domestic violence and sexual assault
- Gang intelligence and a coordinated approach to apprehension and prosecution of drug offenses (to include the opioid epidemic) and violent crimes
- Data-driven, location-based strategies to crime reduction
- Meeting basic infrastructure issues such as law enforcement equipment, domestic violence shelter enhancements and criminal justice and victim service practitioners' training
- Community-based crime prevention & education activities
- Case backlog and programs designed to minimize time and maximize effectiveness of court
- Improve criminal justice information sharing and integrated systems
- Evidence-based programs and personnel found to reduce recidivism of inmates housed locally
- Expansion of victim services through Criminal Justice systemic collaborations such as Family Justice Centers

In this application, areas of need identified through strategic planning are organized by **JAG Purpose Areas**. These areas of need are discussed through page ten of this application.

Byrne JAG Priority Area: Prevention and Education Programs

OCJP Project Description: Community-Based Crime Prevention Services

Tennessee's strategy is to prevent crime through the increased coordination and collaboration of communities alongside law enforcement, education, and social service agencies. OCJP intends to address prevention by funding programs that educate and encourage the State's youth to reject drugs, tobacco, alcohol, and refrain from illegal and gang-related activities. The Community Policing Model is one important approach to crime prevention. Efforts must be made to engage communities in actively ensuring the safety of their citizens.

After school programs can offer children a safe and supportive environment that encourages them to reject illegal substances, the pressures of joining gangs, and the temptation to bully other students. Neighborhood Watch and similar programs encourage partnerships and community policing. Priority is given to those programs which include place-based or evidence-based solutions such as crime prevention through environmental design and programs like Positive Action.

Program Description

The projects funded in this program area seek to prevent and reduce crime through development of prevention and intervention programs and empowering community partnerships. Project will establish high quality services through enhanced police leadership, community based interventions, support programs, mentorship programs, and after school programs. The goal of these programs are to increase public awareness of criminal activities, their causes, and possible solutions through use of evidence based or place-based models. Projects can be used to target the general or specific segments of the population, such as women, at risk youth, the elderly or high crime areas identified through crime mapping software.

Byrne JAG Priority Area: Prevention and Education Programs

OCJP Project Description: Targeted Community Crime Reduction Program

Tennessee's strategy here is to affect change in the communities hit hardest by drug and violent crime. In order to do this OCJP will reach out to community stake holders and local government officials to help identify problem areas and then to develop evidence-based strategies to target crimes in those areas. This will be done by building a community and practitioner collaborative. This collaborative will have several effects:

- It will force law enforcement and other practitioners to work outside of established silos which will promote communication and problem solving across a larger pool of resources.
- The collaborative nature of the project will imbue in its participants a greater sense of program ownership as each part uses its own expertise to help in the problem solving process.
- The evidence-based multi-pronged strategies they implement should negatively impact crime in the targeted areas.

Program Description

Funding is directed to the cities with the greatest need (determined by crime rate). These cities will use crime mapping to determine which areas of the city experience the greatest amount of crime. In order to reduce the crime rate in these areas city planners and law enforcement will review evidence-based strategies of crime reduction. This review will result in a multi-pronged (Pre-enforcement Prevention, Neighborhood Revitalization, Enforcement, and Offender Intervention) approach that combines the efforts of both city officials and the community stake holders to reduce crime.

Targeted communities are also required to include a researcher/evaluator from the academic community to aid the program by ensuring that the data is collected correctly. This evaluation will improve the program and determine if the short and long term outcomes are

being met.

Byrne JAG Priority Area: Law Enforcement Programs

OCJP Project Description: Multi-Jurisdictional Drug and Violent Crime Task Forces

Tennessee's strategy is to enhance the ability of federal, state, and local criminal justice agencies using jointly controlled operations to remove specifically targeted mid and upper-level narcotics trafficking through investigation, arrest, prosecution, and conviction. The possession, sale, and cultivation of illegal drugs have impacted communities in all areas of Tennessee. The drug problem has exacerbated violent crime activity. It is exacerbated by the opioid epidemic being experienced in many other states. Individual city and county law enforcement agencies in Tennessee do not have the personnel or funding to combat the problem alone. As drug distribution activities spread over larger regions, ignoring the artificial boundaries of individual jurisdictions, law enforcement and prosecutors are forced to explore the need for task forces that can meld the talents of individual agencies into an effective whole. Undercover work is made more difficult, if not impossible, in smaller communities where police officers are well known to the local criminal elements. For these and other reasons, the multi-jurisdictional drug and violent crime task forces as a practical tool for "narrowing the gap" between traditional law enforcement organizations and responding to these new demands.

Program Description

Tennessee Code Annotated (T.C.A.) 8-7-110 created the Judicial District Drug and Violent Crime Task Forces in order to improve collaboration, produce written inter-agency agreements, encourage the pooling of resources including personnel and equipment, and to build a better system for addressing drug issues using a team concept. These task forces are formed under each Judicial District Attorney General and include a Board of Directors which develops by-laws and written Inter-Agency agreements, adheres to a budget, and conducts other related business. Each local agency that elects to join the task force must provide personnel, equipment, or funding. The T.C.A. provides that each task force special agent will have the same jurisdiction throughout the Judicial District as he/she would have within his or her respective city or county.

Byrne JAG Priority Area: Law Enforcement Programs

OCJP Project Description: Innovations in Criminal Investigations

Between 2013 and 2017 the number of drug-related criminal offenses in Tennessee has averaged 51,875 offenses. Nationally, the negative effects of drug related crime on the health and prosperity of the citizens is estimated at \$193 Billion. Overall violent crime is also up in Tennessee. While Tennessee is comparable to other States in the area of clearance rates of crimes involving victims, Tennessee's ranking remains unacceptable in this crucial area.

According to the U.S Department of Justice COPS Office, during the last two decades, crime analysis has become an integral part of police operations because it provides assistance to agencies in apprehending offenders, supporting investigations, and disrupting criminal networks. Uses of geographic information systems, formal training, and various mapping techniques have enabled crime analysts to synthesize and streamline information into useful products that support many community and problem oriented initiatives.

Program Description

The purpose of the Program for Innovative Criminal Investigations is to encourage process improvements in the field of criminal investigations, to enhance the effectiveness of enforcement activities, and to create new and innovative approaches to criminal investigations. Projects funded under the program include, but are not limited to, creating new multijurisdictional task forces, such as gang Task Forces for investigation, the use of crime analysis based on the S.A.R.A and Smart Policing Models, conducting computer forensics investigations, operating cold case units, and operating anti-gang investigation and enforcement units. (Drug task force operations are not supported by this program.)

Projects under this program may emphasize the use of data analysis to target law enforcement response to criminal activity. These projects will demonstrate the use of evidence-based initiatives, such as incorporating a crime analysts who possesses the critical skills and abilities necessary to be trained in techniques for identifying problems, solutions, and comprehensive strategies to help reduce crime and disorder problems. Efforts will be made to enable law enforcement agencies to be more effective by using analysis to direct a targeted approach against the many facets of criminal activity specifically including drug and violent crime.

Byrne JAG Priority Area: Law Enforcement Programs

OCJP Project Description: Criminal Justice Professional Enhancement Training

The ever-changing landscape of the criminal justice system causes professionals to need training in specialized areas in order to stay up to date on the newest areas of concern. This, coupled with the fact that many jurisdictions struggle simply to maintain basic infrastructure, means that oftentimes new and emerging issues are not placed at the forefront of training needs. Law enforcement agencies, prosecutors, the defense bar and corrections have a need for updated training that focuses on the new scientific techniques available in homicide, rape, and child molestation cases. There is a need for training in the areas of rapid technological advancement that affects internet crime, fraud, as well as the new terrorism and homeland security issues that surround human and drug trafficking cases. Although these are but a few examples of areas in the criminal justice field which are constantly evolving they clearly demonstrate the need to continually train law enforcement professionals so that they can more effectively serve their communities.

Program Description

The strategy of this purpose area is to assist criminal justice personnel in receiving current training on specialized topics and evidence-based practices. The projects funded in this program area seek to develop professionalism in the criminal justice system through enhanced education of the system's practitioners and planners (i.e., judges, law enforcement and correctional officers). These trainings will increase the participant's knowledge of a particular topic. They will also emphasize collaboration amongst agencies in order to promote efficient cost effective training. Ultimately, the community will benefit from better-trained, more professional criminal justice planners and practitioners.

Planned Initiatives in Tennessee

The Tennessee Chiefs of Police Association, a non-profit organization that meets bi-monthly and is comprised of over 700 Chiefs of Police, Deputy and Assistant Chiefs, Captains, Lieutenants, retired Chiefs and other associated law enforcement executives, will receive a subaward with the 2019 JAG. With crime rates a continual issue and concern in the communities across the state of Tennessee, training based on leadership, management, technology, network building and coalition/partnership development is imperative to the future of the law enforcement agency and the chief executive law enforcement officer. Tennessee Association of Chiefs of Police strives to provide enhanced training for law enforcement executives, specifically chiefs of police and their command staff, in an effort to expose them to solutions in criminal justice and to foster an environment for positive management development. Through training based meetings, and attendance at national level conferences, law enforcement executives are exposed to departments of all sizes and their command staffs. This is a remarkable opportunity for everyone to network and learn from those with different skill and expertise backgrounds. It also further enhances the knowledge and education of law enforcement executives through training, education and support, as well as increased professionalism and effectiveness of the law enforcement and criminal justice community.

The strategies undertaken to accomplish this goal for chief law enforcement officials is to provide quality training through at least six training sessions each year, to develop scholarships to allow law enforcement executives to attend national level training and conferences, to provide relevant information electronically and to provide legal and policy updates relevant to public safety. This program also strives to assess future needs for leadership and management development and training for police executives and to network with other units of local, state, and federal government for information sharing and to look for other resources to assist law enforcement executives.

The University of Tennessee, Law Enforcement Innovation Center (LEIC), will receive a subaward with the 2019 JAG. Law enforcement agencies throughout Tennessee face an increasing need to provide quality senior level training to their employees to enhance service delivery to their communities and provide professional development that increases productivity, reduces litigation risks and improves performance. For many law enforcement agencies, where training budgets are small or non-existent, providing this training is a serious obstacle. The University of Tennessee LEIC has proven to be an asset to such agencies in providing supervision, leadership, community policing and technical training to improve the capabilities of law enforcement agencies across Tennessee. Many leaders within local law enforcement agencies are placed into their roles with little preparatory training and are faced with restricted budgets and staffing, making it difficult to meet the challenges of leadership. There is a strong need for middle to upper management leadership training.

The goal of this JAG project is to provide innovative, current and cost-effective training to middle to upper management criminal justice practitioners and planners in order to increase the effectiveness of the criminal justice system. LEIC accomplishes this goal by providing a new and validated, 5 week, middle to upper management leadership training program. Participants completing the program are better prepared to seek further leadership positions, will be able to

critically analyze and articulate evidence-based practices, and develop a network with professionals and agencies across the state of Tennessee.

Byrne JAG Priority Area: Law Enforcement Programs
OCJP Project Description: Law Enforcement Equipment

The continued advancement of information technology has presented a challenge to local and state law enforcement agencies who oftentimes struggle to afford to repurchase or upgrade equipment which has become outdated in only a few years. Obsolete equipment can weaken officer safety and create a loss of efficiency. Meanwhile, new innovations in technology can bring new cost-effective ways to solve traditional problems which is a clear benefit to both the department and the communities that they serve. The Office of Criminal Justice Programs will provide funds for innovations which clearly represent a long-term cost savings to the department or an improvement to officer safety.

Program Description

This program is designed to maintain and update the equipment standard of criminal justice agencies across the State of Tennessee. It does this by giving law enforcement agencies funds to replace substandard equipment or to innovate by purchasing equipment which will enhance the performance of criminal justice personnel.

A priority in this area is equipment purchased to maintain the efficiency and integrity of the state's AFIS, TIES, or TCIC systems, all of which are linked into their federal counterpart. Likewise, the steady progression of technology means that many agencies have found that systems purchased only a few years ago are outdated or unsecure. This outmoded equipment and methods can often times represent an inefficiency that, when innovated, can represent a measurable savings in terms of both time and cost as well as an increase to officer safety.

Byrne JAG Priority Area: Prosecution & Court Programs
OCJP Project Description: Pretrial Services

Recent improvements in law enforcement manpower, technology, and professional practices have adversely impacted the state's adjudication system by creating a backlog of cases. There is a need to create methods to more efficiently deal with those cases by building upon the current pre-trial system to develop jurisdiction-specific approaches for the purpose of diverting some cases from the system while developing plans to better serve those that remain.

The strategy is to develop more pretrial services that offer meaningful alternatives to incarceration. This includes assessments of those who are eligible for release but unable to make bond, forensic social workers to assist those in need of specialized services, and mental health teams to provide an alternate means of care for those whose incarceration stems from mental illness.

Program Description

This priority area focuses on streamlining the pretrial process by diverting less serious offenders from full involvement in the court system at an earlier stage in order to alleviate the backlog of cases and redirect focus onto more serious offenses and offenders. The program

focuses on case diversion to make justice more effective and efficient. This program is not intended to supplant, replace or otherwise duplicate any existing diversion programs or current positions. It is not meant to provide positions that would otherwise be needed to ensure the court's required infrastructure within the local judicial district.

Byrne JAG Priority Area: Prosecution & Court Programs

OCJP Project Description: Court Support

Limits on resources minimize the amount of funding available for specialized court programs. Such programs are keys for support of both defense and prosecution efforts in streamlining the adjudication process while protecting the due process rights of the defendant.

Program Description

Tennessee's strategy is to provide additional mechanisms for decreasing the backlog in the court system. Preference is given to evidence based programs which demonstrate an increase in court efficiency with a preference given to those which also demonstrate a decrease in recidivism amongst participants. Programs that increase efficiency and streamline the court processes will likely be funded through this grant. Below are some examples of such programs:

- Forensic Social Workers in the Public Defender's Office
- Foreign Language Interpreters
- Youth Courts
- Other Specialized Courts

Byrne JAG Priority Area: Corrections and Community Corrections Programs

OCJP Project Description: Correctional Programming (Offender Intervention)

Reporting, investigation, and prosecution of all types of crime have exerted a steady, substantial impact on the prisons and jails that house the convicted. The prison population is not only growing at an alarming rate, it is changing in its composition and underlying treatment needs.

According to the 2016 Statistical Abstract released by the Tennessee Department of Corrections over the past 12 years (2005-2016), the incarcerated felon population (including TDOC back up and locally sentenced felons) has increase 12% (from 26,209 to 29,362). The 2014 Annual Report indicates that there were more people incarcerated for drug offenses than any other offense. The average sentence length for those with drug offenses was 9.9 years. Many inmates need other services as well, such as anger management, employment and job training, educational improvement, critical thinking classes, and more.

With the increase in drug offenses and inmates manifesting substance abuse treatment needs, the treatment programs in a traditional prison setting are inadequate. Research indicates that offender intervention programming in prison and community corrections is the best method to reduce the risk of recidivism and increase public welfare.

Program Description

Programs are designed to address the need of the offender related to assessment of risks and

needs, education, intervention of addiction, skill building, integration, assessment and treatment of mental illness, critical thinking errors and other support services. Most projects funded in this program area will begin providing services during an offender's confinement in jail or prison and continue to provide the needed services after their release into a community.

The program model will focus on the primary problems of the offender by providing structured services that focus on the development of the offender's cognitive, behavioral, social, and vocational skills. A continuum of care will be available to the offender who has completed the "treatment" phase of the continuum and has left incarceration. A range of services will be provided in the community including continued group and individual counseling, drug testing and support activities for the offenders and their families. Funding will be provided for projects using evidence-based approaches and will focus on integration, support, and accountability.

Byrne JAG Priority Area: Planning, Evaluation and Technology Improvement Programs
OCJP Project Description: Victim Services-Family Justice Centers

According to the Violence Policy Center's 2016 report, "When Men Murder Women: An Analysis of 2014 Homicide Data", Tennessee ranks ninth overall for states where men murder women. Since the inception of the report in the late 1990's, Tennessee has ranked consistently in the top 15 states. The documented and published outcomes in the Family Justice Center model have included: reduced homicides; increased victim safety; increased autonomy and empowerment for victims; reduced fear and anxiety for victims and their children; increased efficiency and coordination among service providers; and reduced recantation and minimization by victims when wrapped in services and support. (See Casey Gwinn, Gael Strack, Hope for Hurting Families: Creating Family Justice Centers Across America (Volcano Press 2006)). 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](#).

Program Description

A Family Justice Center is a co-location of a multi-disciplinary team of professionals who work together, under one roof, to provide coordinated services to victims of family violence which must, at a minimum, address victims of domestic violence, but can also include sexual assault, child abuse, human trafficking and elder abuse. Co-location of services is defined as having adequate space for the provision of services by public and private entities, insuring victim safety and confidentiality. The core concept is to provide one place where victims can receive services such as talking to an advocate, planning for safety, interviewing with a police officer, and meeting with a prosecutor, receiving medical assistance, receiving information on shelter and getting help with transportation.

The project funded under this program will follow the best practice model identified on the Family Justice Center Alliance website (www.familyjusticecenter.org) and must obtain technical assistance from the OCJP identified technical assistance providers for the planning, development and establishment of a Family Justice Center. Applicants must agree to work with the technical assistance providers throughout the three year project.

Summary of Program Responses with Corresponding Byrne JAG Purpose Area

The list below is an estimate of the grants being funded by priority area and represent current grants being continued as well as an estimate of grants to be funded.

OCJP Project Description	# of Grants	JAG Priority Area	Amount of Funding
Community-Based Crime Prevention Services	16	Prevention and Education	\$1,300,000
Correctional Programming	9	Corrections & Community Corrections	\$950,000
Correctional Programming	3	Prosecution & Court	\$195,000
Criminal Justice Professional Enhancement Training	4	Law Enforcement Programs	\$290,000
Criminal Justice Professional Enhancement Training	2	Prosecution & Court Programs	\$95,000
Innovations in Criminal Investigations	2	Prosecution & Court Programs	\$111,500
Law Enforcement Equipment	17	Law Enforcement Programs	\$1,300,000
Multi-Jurisdictional Drug & Violent Crime Task Forces	18	Law Enforcement Programs	\$980,000
Pretrial Services	1	Planning Evaluation and Technological Improvement Programs	\$100,000
Pretrial Services	2	Prosecution & Court	\$240,000
Victim Services- Family Justice Centers	2	Crime Victim and Witness Initiatives	160,000

Sub-grant Award Process and Timeline

Review teams are assembled each year consisting of team members at both the state and local levels who have considerable experience in the criminal justice system. Each application is reviewed for financial and programmatic completeness and is judged based upon the project proposal, adequacy of the projected staffing, innovation of the proposed project, the project's ability to address national, state and local priorities as set forth in the state and local strategies, and the project's ability to improve collaboration in the community. Areas of greatest need and special issues, such as geographical location and special populations, are also considered. Evidence-based projects are given highest priority.

Project Design and Implementation: Tennessee's Strategic Planning Process

Tennessee OCJP had developed a sophisticated on-going process for involving state and local

officials and practitioners in their criminal justice planning with the creation of the Strategic Planning Advisory Panel made up of law enforcement administrators, judges, prosecutors, indigent defense counsel and victim service providers. The Office of Criminal Justice Programs used this panel of experts to gather information on the problems and needs across the state. This information has translated into priorities for action which are later linked to one or more of Tennessee's grant program areas.

The strategy results from ongoing efforts to utilize the expertise of practitioners in all components of the criminal justice system at the local and state levels, because OCJP believes that the leaders and practitioners of our local, county and state criminal justice agencies know more about the needs, directions, threats, opportunities, and weaknesses of this system than anyone else.

Accordingly, OCJP considers these organizations and the professionals they represent as its partners in planning. They include the Tennessee District Attorneys General Conference, the Sheriffs' Association, the Police Chiefs Association, Tennessee Dangerous Drugs Task Force, Tennessee Corrections Institute, Tennessee Narcotics Officers Association, the Administrative Office of the Court, the District Public Defenders Conference, Tennessee Bureau of Investigation, the Tennessee Law Enforcement Training Academy, the Department of Safety and Homeland Security, Department of Health, Department of Correction, Department of Children's Services, Department of Mental Health and Substance Abuse Services, and the Board of Parole. All provide input directly to the Office of Criminal Justice Programs.

In following the premise that the practitioners are the backbone of our system, OCJP takes both a bottom up as well as a top down approach to planning. We rely on practitioners at the grass roots level to identify the resources needs and gaps to be filled in their program specific areas. However, OCJP also takes advantage of the wisdom of its State's leaders in determining direction of the strategy. The Director of OCJP sits on the Governor's Public Safety Subcabinet which meets quarterly and was tasked with creating Tennessee's Public Safety Action Plan. Much of the first Public Safety Action plan is incorporated into OCJP's strategic plan. The first plan was instituted in 2011 and in 2015 the planning began for the second Public Safety Action plan which will span 2016 through 2019.

The first 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 47.1 % in 2017.)

Based on input from the stakeholder sessions, a subcabinet group of state officials led by then Department of Safety and Homeland Security Commissioner, Bill Gibbons, developed and proposed a public safety initiative to address and combat Tennessee's drug and violent crime. This same framework was used to develop the former Governor's second Public Safety Plan.

Former Governor Haslam's press release on January 14, 2016 revealed the focus of the next plan to span 2016 – 2019 and would include the following:

- Changes in the sentencing structure, smarter use of prison beds for serious offenders and more effective alternatives for other offenders;
- Prevention and intervention methods to reduce the number of offenders and repeat offenders;
- Steps to provide greater assistance to victims of crime;
- An emphasis on homeland security to help ensure the safety of our state and citizens; and
- Actions to increase access to reliable data and information to help in future decision-making.

This second Public Safety Action Plan includes a total of thirty-four action steps under the above five over-arching goals of this Plan. The ongoing efforts, actions steps and identified long and short term goals are given greater consideration when setting funding prioritization for the year. Both Public Safety Plans will continue to inform and influence the ongoing strategic planning of OCJP and this multi-year plan.

The approaches described above are accomplished through the following contacts:

- Face to face contact with individual partners
- Attendance at organizational meetings of partners
- Group trainings which include partners
- Special called meetings of partners
- Less formal interactions with local and state practitioners and partners

In the spring of 2018, OCJP requested technical assistance from the National Criminal Justice Association (NCJA) to develop and implement a criminal justice system needs survey. NCJA assisted with the development of the survey, managing the results to provide OCJP with a summary of the findings and assisted with facilitating the 2018 annual round table strategic planning event which explored the results of the survey and possible solutions. (This informs the TN FY 2020 Strategic Plan Addendum)

The 23-question survey ([see questionnaire](#)) asked respondents about services provided by their agency or organization; access to technology resources and information sharing partners to advance data-driven decision making; and prioritization of issues within each of the eight purpose areas:

- Law enforcement;
- Prosecution and court programs;

- Prevention and education;
- Corrections and community corrections;
- Drug treatment and enforcement;
- Planning, evaluation, and technology improvement;
- Crime victim and witness programs (other than compensation); and
- Mental health programs and related law enforcement and corrections programs, including behavioral programs and crisis intervention teams.

The Survey yielded 477 responses and represented the views of local law enforcement (Chiefs and Sheriffs), prosecution, defense, victim service agencies, courts, corrections, social service providers, behavioral health care providers and educational services.

The majority of respondents identified “Opioids/methamphetamine/other drugs” (75%) and “Mental health/substance abuse resources” (69%) as the biggest challenges facing their agency or organization per the NCJA Summary of the survey results.

When the survey asked about the most challenging issues facing law enforcement, crisis intervention/mental health/suicide and drug enforcement were the most significant issues identified, followed by training. Additionally, the top three equipment needs for law enforcement were on-car/body worn cameras, surveillance equipment and mobile data terminals. Overwhelmingly, the results of the needs assessment reinforced that Tennessee’s criminal justice system is struggling with the impact of the opioid epidemic. Law enforcement while working to combat gangs and those supplying the illegal drugs and the violent crime that comes along with it, are also besieged with insufficient resources to assist with those caught-up in the system as a result of their mental health and substance abuse issues and the lack of community based resources to effectively address these issues outside of the criminal justice arena. The court system representatives echoed this in their challenges. Prevention and education representatives similarly identified the challenge of substance abuse prevention and juvenile delinquency/at risk youth programs. Diversion/alternatives to incarceration, workforce/ability to hire and retain qualified staff and special population programming were the biggest challenges to the corrections and community corrections representatives.

The OCJP looks forward to working with the new administration and the Public Safety Initiatives of Governor Lee. Some of these initiatives include:

- Supplementing mental health efforts by expanding the recovery court system and recovery court programming
- Furthering the State’s efforts to address addiction and supporting recovery through medication assisted therapies (MAT)
- Exploring Pre-Trial Assessment options
- Streamlining the system of mental health transportation

Additionally, Governor Lee issued an executive order to establish the Tennessee Criminal Justice Investment task force in March and includes plans to address public safety in Tennessee. Over the next two legislative sessions, the task force will develop legislative and budgetary recommendations regarding the following public safety issues:

- Crime prevention and recidivism reduction

- Punishing violent crime promptly and effectively
Supporting crime victims and their families
- Addressing mental health and substance abuse among the incarcerated
- Revising sentencing guidelines and parole/probation standards
- Addressing the rising fiscal and social costs of incarceration
- Preparing inmates to re-enter society and find pathways outside of crime through education and technical job training
- Equipping inmates' families and communities with tools to help inmates become productive members of society

In addition to the task force, Gov. Lee has proposed measures to crack down on fentanyl traffickers, increase pay for corrections officers and law enforcement, reduce expungement fees and increase educational opportunities for incarcerated individuals.

OCJP also records information that appears pertinent from face-to-face contact between OCJP grant managers and practitioners. Grant managers may also attend local community meeting such as community anti-drug coalition meetings. These contacts serve as a source of data regarding problems, priorities, and programs.

Public gatherings of different types are used to document information on community needs and concerns as the situation dictates. In addition to voices from the community, local law enforcement personnel, local prosecutors, defense attorneys and public defenders and members of the judiciary also have a voice. As needed, surveys are sent to other criminal justice experts to determine the needs and priorities of the broader criminal justice community.

OCJP also convenes, serves on or attends regular meetings of numerous advisory groups which enable them to document information valuable for strategic planning purposes. Some examples of these routine meetings are:

- Domestic Violence and Sexual Assault State Stakeholder Group
- The Integrated Criminal Justice Steering Committee
- Tennessee Statistical Analysis Center Board Quarterly Meetings
- The Tennessee Dangerous Drugs Task Force Meetings
- The Internet Crimes Against Children Task Force
- Domestic Violence State Coordinating Council
- The Tennessee Sheriffs Association
- The Tennessee Association of Chiefs of Police

OCJP also works closely with the Tennessee Association of Chiefs of Police, a Byrne/JAG grantee, to coordinate meetings with various stakeholder groups such as School Resource Officers, Campus Chiefs of Police and Board of Regents, Gang Task Force Officers, Victim Services providers and more.

Staff at OCJP frequently attend and the office sometimes co-hosts training events that identify

problem areas within the system and possible mitigation techniques (programs). These training events may occur in Tennessee but may also be National events as well. It is from these training events that OCJP staff document issues, problems, concerns, gaps in services and community or statewide needs. They also identify the various solutions. Some of the recent training events attended in 2017 include:

- National Criminal Justice Association Annual Conference and Regional Meetings
- National Institute of Justice Conference
- Family Violence Prevention Services Administrators Conference
- Victims of Crime Administrators Conference
- STOP Violence Against Women Administrators Conference
- TN Connecting for Children's Justice Annual Conference
- TN Coalition to End Domestic and Sexual Violence Annual Conference
- TN Rape Prevention Institute
- TN Court Appointed Special Advocates (CASA) Association Statewide Conference

In addition to advisory committees, the stakeholder groups below are currently convened and facilitated by OCJP staff. A major part of the law enforcement and prosecution community enjoys organized input through participation in yearly meetings OCJP holds with the Multi-Judicial District Drug and Violent Crime Task Forces. The Tennessee Bureau of Investigation, the Tennessee District Attorneys General Conference, the State Comptroller of the Treasury office and the Department of Safety and Homeland Security are often represented at these meetings. OCJP convenes meetings with the Family Violence Advisory Committee, Family Justice Center Advisory Committee and the Regional Internet Crimes Against Children Task Forces all of which are made up of practitioners and State level leaders. OCJP also convenes, at least annually, the Sexual Assault Advisory Committee, made up of state and local professionals working in the area of services for victims of sexual assault.

All of the above groups focus on problems, issues and concerns related to system improvement. These meetings provide a formal source of detailed input on the problems facing the justice system and possible future directions. OCJP grants managers are accountable for recording the data and their observations, and for quarterly meetings to compare notes and draw conclusions about trends among their grant sub-recipients.

Federal Participation in Strategy Development

Federal participants have become significant suppliers of expertise to state and local governments. OCJP considers it both desirable and important for all concerned to have federal participation in the strategy development process through the input of U.S. Attorneys or their Law Enforcement Coordinators. OCJP is a member of the Middle Tennessee Project Safe Neighborhood Task Force and collaborated on the planning and write-up for these grant funds. OCJP acts as the fiscal agent for East, Middle and West Project Safe Neighborhood grants. The National Criminal Justice Association has also been instrumental in the facilitation of strategic planning at OCJP. The National Governors Association assisted the Governor's Subcabinet planning group in identifying priorities and in developing stakeholder groups to guide the first Governor's Public Safety Plan in 2016

Expanding Access to Medication Assisted Treatment for Justice-Involved Populations:

Tennessee was one of up to 8 states chosen by the National Governors' Association to participate in the "Expanding Access to Medication Assisted Treatment for Justice-Involved Populations workshops in June of 2019." The Tennessee Office of Criminal Justice Programs, Tennessee Department of Correction and the Tennessee Department of Mental Health and Substance Abuse Services, as well as Governor Lee's Policy Analyst will be attending the workshop and working on a strategic plan for MAT implementation in the State.

Data and Analysis in Planning

The Tennessee Incident Based Reporting System (TIBRS) feeds the National Incident Based Reporting System (NIBRS), which in turn is converted to Uniform Crime Reports (UCR) data. Therefore, Tennessee OCJP relies less on the UCR available from the FBI, and more on the Tennessee Bureau of Investigation's TIBRS database for its strategic planning. Tennessee is NIBRS compliant. In addition to tracking statewide crime and corrections data, our partnership with Tennessee's Statistical Analysis Center allows OCJP to track the variables associated with changes in patterns of criminal behavior; such as population growth, median household income, local government spending, population growth among non-English-speakers, and Byrne JAG-related program spending. Please see the Strategic Plan and its Update for more detail on data and analysis and a more robust discussion of gaps and needs.

Capabilities and Competencies: Coordination of Byrne JAG with Other Federal Funding

Tennessee is pleased to continue working with the federal administration on program development, operation and planning matters. OCJP's many federal programs place it in a good position to coordinate JAG-funded programs with other federally funded programs in Tennessee. This coordination continues to help us achieve important objectives not always possible with just one source of funding. Coordination also occurs with other agencies and their grant programs.

The following Department of Justice and one Department of Human Services Grant Programs are administered by OCJP in coordination with the Edward Byrne Justice Assistance Grant Program:

National Criminal History Records Improvement Program (NCHIP): The Office convenes the state level interagency Task Force, which leads the effort to improve the collection and reporting of criminal histories throughout Tennessee's criminal justice system. Projects funded through the NCHIP Grant are focused on updating and expanding uniform crime reporting and increasing the submission of fingerprints and dispositions from agencies in the field.

STOP Violence Against Women Program: The STOP Violence against Women Program promotes a coordinated and integrated approach to improving the criminal justice system's response to violence against women. The approach supports more than 30 Tennessee grants among law enforcement, prosecution, specialized courts, victim advocates and service

providers. The goal of the STOP Program is to encourage states and localities to restructure and strengthen the criminal justice system's response and to be proactive in addressing violence against women, drawing on the experience of all the participants in the system, including the advocacy community.

Victims of Crime Act (VOCA): The OCJP administers Tennessee's VOCA program that is designed to provide high quality services that directly improve the health and well-being of victims of crime. This program supports projects which compliment JAG funded programs. Programs which connect to JAG include victim coordinators at law enforcement agencies; Trauma based victim support in jails and victim coordinators in the prosecutors' offices.

Family Violence Prevention Services Act (FVPSA): FVPSA provides grants for shelter and non-residential programs that serve adult and youth victims of family violence, domestic violence and dating violence and their dependents. Coordination of JAG with this fund source ensures an effective continuum of prevention and intervention in the area of domestic violence. These grant programs are working together in Tennessee to ensure that effective domestic violence training and prevention programs are in place for law enforcement personnel, that victims receive the support services they need, and that emergency residential services are available for immediate occupancy when domestic violence occurs.

Paul Coverdell Grant: This grant is used to fund the State crime lab at the Tennessee Bureau of Investigation as well as needs at the State Medical Examiner's Office.

Residential Substance Abuse Treatment (RSAT): OCJP administers the RSAT Grant for state prisoners. The program provides substance abuse treatment programs in state facilities and compliments the corrections programs funded by JAG.

Sexual Assault Services Program (SASP): OCJP administers the funding for this grant which is distributed to local agencies which offer services to victims of sexual assault throughout the state including those victims of sexual assault in the jails and prisons.

COMPREHENSIVE OPIOID ABUSE PROGRAM (COAP): TN Office of Criminal Justice Programs collaborated with the Department of Mental Health and Substance Abuse Services (TDMHSAS) for their COAP (Comprehensive Opioid Abuse Site-based Program) applications for FY 2017 and FY 2018 and FY 2019. Tennessee was awarded a strategic planning grant in October of 2017 to improve public safety and behavioral health outcomes for the target population of justice involved individuals who are diagnosed with Opioid or Heroin Use Disorders (OUD).

PROJECT SAFE NEIGHBORHOODS (PSN): PSN is a results-oriented, collaborative approach to public safety that utilizes law enforcement and community partnerships and strategic enforcement efforts to focus on the most violent criminals in the most violent areas within each district. The program's goal is to work together to reduce violent crime and make our communities safer for everyone. The enhanced PSN Program builds on past successes and re-invigorates comprehensive enforcement efforts by building on successful programs already in place or, where prior efforts have atrophied, creating new, effective violence reduction

programs.

Coordinating with other State Agencies

The Office of Criminal Justice Programs also actively pursues a cooperative, collaborative relationship with the following departments of Tennessee state government which receive federal funds for various purposes such as drug education, treatment and prevention.

Tennessee Bureau of Investigation: OCJP has a close relationship with the TBI, ensuring that required state and federal laws related to sex offender registry, fingerprint data, and criminal histories are collected, stored and shared appropriately. The TBI oversees Tennessee's Statistical Analysis Center (SAC) which is part of the Information System Division and operates as the Crime Statistics Unit (CSU). The Tennessee Bureau of Investigation administers the Tennessee Incident Based Reporting System (TIBRS). As a part of this system, all law enforcement agencies in the state are required to report their crime statistics to the TBI for publication in the annual "Crime in Tennessee" report as well as other annual and specialized reports. The OCJP depends on the data collected by the SAC for its strategic planning process.

Department of Correction: TDOC oversees 13 state prisons and contracts with local jails for confinement of felony offenders. The State Probation and Parole Field Services Division, which supervises offenders under community supervision, is also a part of TDOC. TDOC, OCJP, and DCS collaborate to insure the successful implementation of PREA with the Tennessee Correction Institute, which provides limited oversight of the county jails.

Administrative Office of the Courts: The Administrative Office of the Courts (AOC) provides support to the Tennessee Supreme Court and the entire Tennessee Court System. Duties of the office include preparing the court system's annual budget; providing judicial education; maintaining law libraries, computers, other equipment; offering training and technical assistance and other administrative and support functions.

Department of Health: The Department of Health plays a crucial role in Tennessee's efforts to fight crime and delinquency in addition to its more traditional role of pursuing a broad public health agenda. OCJP collaborates with the department through planning with their Office of the Chief Medical Examiner (OCME) and their Community Services Program (CSP). The OCME is responsible for developing and providing continuing education to all county medical examiners and medical investigators; providing consultations to law enforcement officers; overseeing reimbursements for post-mortem-related expenses and supervising the development and updating of guidelines for death investigations and forensic autopsies. OCJP provides Coverdell funds to the OCME to provide some of the needed training. The CSP oversees the Rape Prevention and Education Program, which seeks to reduce the incidence of rape and attempted rape through education of the public, training for law enforcement agencies, and hospitals and direct services to victim and their support systems. As the agency of state government tasked with the prescription monitoring program they are a key to the State's efforts to identify prescription drug abuse.

Department of Mental Health and Substance Abuse Services: The Tennessee Department of

Mental Health and Substance Abuse Services is an important partner in facilitating reform within Tennessee's criminal justice system as they receive several federal block grants for this purpose. Important crossover issues such as the mentally ill in jails and prisons, and responding to underlying mental illness among drug and chemical abusers are examples of shared agendas. As the agency of state government tasked with targeting substance abuse and chemical dependence, it directs an important part of Tennessee's efforts to combat drug-related crime and delinquency through prevention efforts aimed at youth and adults. Treatment, intervention and rehabilitation services for thousands of Tennesseans are provided each year through out-patient and residential treatment facilities across the state. In addition, this department oversees and provides funding for the State's Recovery Courts (known nationally as Drug Courts) which encompass drug courts, veteran's courts, mental health courts, juvenile drug courts and family courts.

Department of Children's Services: The Department of Children's Services, created in 1996, consolidated all services to children formerly provided by multiple departments. While all the department's services are important, those of particular interest to OCJP are programs for delinquent youth, probation, aftercare, treatment and rehabilitation programs for identified youth and those providing services to children who are victims of crime. DCS and TCCY work together to oversee the State's ACE Initiative.

Commission on Children and Youth: The Tennessee Commission on Children and Youth (TCCY) is an independent state agency that advocates for improvement in the quality of life for children and families; collects and disseminates information on children and families for the planning and coordination of policies, programs and services; administers the federal Juvenile Justice and Delinquency Prevention Act (OJJDP) in Tennessee.

Department of Education: Collaboration with the Department of Education occurs around a number of issues, particularly school safety and drug, gang and violence resistance training. The Department is responsible for providing technical assistance to school districts regarding school resource officer programs. School resource officer programs provide the crucial link between school districts and law enforcement agencies in their continued efforts to establish and maintain secure and safe learning environments.

Department of Human Services: The Department of Human Services is the state agency responsible for administering a variety of services throughout Tennessee, including Temporary Assistance for Needy Families (TANF), food stamps, Child Support Services, Child Care Services, Adult Protective Services, and Rehabilitation Services. There are areas of significant collaborative importance to criminal and juvenile justice collaboration and coordination. TANF is especially important to achieving goals of self-sufficiency and economic independence – often a critical barrier to resolving family violence situations.

Department of Safety & Homeland Security: The Department is comprised of three main divisions: Tennessee Highway Patrol, Driver License Services, and Office of Homeland Security. The Department's services extend to virtually everyone within the state's borders, including motorists, commercial motor vehicle firms, local, state, and federal law enforcement

agencies, students and teachers, attorneys and courts, financial institutions, insurance companies, media representatives, and others in need of the department's specialized services.

Other state agencies that OCJP works closely with in coordinating federal funding include:

- Board of Parole
- Bomb and Arson Section – Tennessee Department of Commerce and Insurance
- Department of Revenue
- Office of Inspector General
- District Attorneys General Conference
- Law Enforcement Training Academy
- Public Defender's Conference
- University of Tennessee

Information sharing, networking, joint planning and evaluation are some of the ways that agencies coordinate the federally funded program efforts. Concerted efforts are made each year to coordinate availability of grant moneys to local and state entities from these sources to reduce duplication and fragmentation.

Plan for Collecting the Data Required for the Performance Measures:

Evaluation and performance measurement are central to OCJP grant management. The OCJP employs a logic model template as a part of the sub-grantee application. The Logic Model provides the structure of the grant project by outlining the needs and gaps experienced, identification of goals and objectives to be achieved through the grant project, a description of the activities to be undertaken which will yield the identified outputs and outcomes and the data collection process for the required performance measures for the project. Applications are reviewed and scored to the extent that the logic model project provides a sound plan for addressing the identified needs and gaps. This logic model serves as more than a grant application but a tool for evaluating the effectiveness of the project to the extent that the activities are undertaken as described and the output and outcomes are achieved.

All grant contracts are assigned to a program manager who provides regular contact with the sub-grantees, providing technical assistance as needed. Within the first quarter of a new project, OCJP Program Managers provide an overview of the Performance Measurement Tool (PMT) system and review the required performance measures with the agency. The program manager also reviews all reports for completeness and accuracy of the performance measures. Programmatic site visits may be included in the regular contact with sub-grantees. Sub-grantees are monitored at least once in the life of the grant contract with more frequent monitoring based on the risk assessment. During monitoring, staff ensures the sub-grantee has a process for collecting the performance measures and accurately reporting that data in the PMT system. The quarterly PMT report and the logic model project description are tools to evaluate the project implementation and offer an opportunity for program improvement.

OCJP will continue to collect and report all required performance measures listed in the BJA "JAG Performance Measure by Activity." Each sub-grantee is contractually required to report

requested performance measures. At this time sub-grantees report performance measurement data directly into the Performance Measurement Tool (PMT) system. Program Managers review the reports for accuracy and provide technical assistance to the sub-grantees as needed prior to submitting the final report. Once the performance data is vetted, it is collated into a pdf document that is uploaded into GMS on a semi-annually basis. Additionally, OCJP requires annual reports that collect supplemental information from all JAG grantees.

Performance measures and data collection feeds into OCJP strategic planning. OCJP believes that project performance evaluation provides essential information for completing the strategic management cycle. The performance management data indicates whether the programs and projects undertaken and funded were effective in addressing the source problems identified during the assessment stage of the planning cycle. In that way, evaluative data not only “look back-ward” over past project performance, but they “look forward” to drive future innovations at the state level. Routinely collected program performance data helps OCJP see what is working, what is not working, and what to invest in for the future. All 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.



U.S. Department of Justice

Federal Bureau of Investigation

Clarksburg, WV 26306

July 14, 2017

Mr. Dale King
Supervisor
Criminal Justice Information Services
Tennessee Bureau of Investigation
901 R. S. Gass Boulevard
Nashville, TN 37216

Dear Mr. King:

I am pleased to inform you the Tennessee Bureau of Investigation has successfully demonstrated the capability to submit National Incident-Based Reporting System (NIBRS) data in accordance with Federal Bureau of Investigation (FBI) Uniform Crime Reporting (UCR) Program certification criteria. The test submissions received from your agency were reviewed and determined to meet the requirements for System Appropriateness, Update Capability, Error Rate, and Statistical Reasonableness. We will continue to monitor each data submission as part of our quality review process since assuring data quality remains a priority of the FBI UCR Program.

Congratulations on updating and enhancing your law enforcement agency's ability to report data to the FBI UCR Program. We look forward to working with you in the future, and as a certified NIBRS participant, your agency and the data reported will play a key role to ensuring the NIBRS is the law enforcement standard that will shape the future of crime statistics. If you have any questions, please contact Ms. Drema Fouch, FBI NIBRS Coordinator, Crime Statistics Management Unit, Module E3, 1000 Custer Hollow Road, Clarksburg, West Virginia 26306; telephone (304) 625-2982; e-mail <drema.fouch@fbi.gov>.

Sincerely yours,

Christopher A. Nicholas
Section Chief
Law Enforcement Support Section
Criminal Justice Information
Services Division



FEDERAL BUREAU OF INVESTIGATION

CRIMINAL JUSTICE INFORMATION SERVICES (CJIS) DIVISION

National Incident-Based Reporting System Recertification

Certificate awarded to:

Tennessee Bureau of Investigation

*This certificate acknowledges the recipient's meeting of four criteria:
System Compatibility, System Responsiveness, Statistical
Reasonableness, Satisfactory Error Rate*

*Drema Fouch
NIBRS Coordinator
Uniform Crime Reporting Program*

July 14, 2017

Date



**NEGOTIATED AGREEMENT
STATE AND LOCAL UNITS OF GOVERNMENT**

INSTITUTION:

DATE: May 11, 2018

Tennessee Department of
Finance and Administration
Criminal Justice Programs
312 Rosa L. Parks Avenue, 18th floor
Nashville, Tennessee 37243-1102

File Ref: This replaces the negotiated agreement dated June 21, 2017

SUBJECT: The indirect cost rate(s) contained herein is for use on grants and contracts with the U.S. Department of Justice and other Federal agencies to which 2 CFR Part 225 applies, subject to the limitations contained in Section II, of this agreement.

SECTION I: RATES

OVERHEAD

Type	Effective Period		*Rate	Applicable	
	<u>From</u>	<u>To</u>		<u>Locations</u>	<u>To</u>
Fixed (FCF)	07/01/2012	06/30/2013	30.32%	All	All Programs
Fixed (FCF)	07/01/2013	06/30/2014	37.27%	All	All Programs
Fixed (FCF)	07/01/2014	06/30/2015	26.77%	All	All Programs
Fixed (FCF)	07/01/2015	06/30/2016	25.14%	All	All Programs
Fixed (FCF)	07/01/2016	06/30/2017	20.27%	All	All Programs
Provisional	07/01/2017	06/30/2019	20.27%	All	All Programs

***Base:** Total direct salaries

Treatment of Fringe Benefits: Fringe benefits applicable to direct salaries and wages are treated as direct costs.

SECTION II: GENERAL

LIMITATIONS: Use of the rate(s) contained in this agreement is subject to any statutory or administrative limitations and is applicable to a given grant or contract only to the extent that funds are available. Acceptance of the rate(s) agreed to herein is predicated on the conditions: (1) that no costs other than those incurred by the grantee/contractor were included in its indirect costs pool as finally accepted and that such costs are legal obligations of the grantee/contractor and allowable under the governing cost principles; (2) that the same costs that have been treated as indirect costs are not claimed as direct costs; (3) that similar types of costs have been accorded consistent accounting treatment; and (4) that the information provided by the grantee/contractor which was used as a basis for acceptance of the rate(s) agreed to herein is not subsequently found to be materially incomplete or inaccurate.

AUDIT: Adjustments to amounts resulting from audit of the cost allocation plan upon which the negotiation of this agreement was based will be compensated for in a subsequent negotiation.

ACCOUNTING CHANGES: The rate(s) contained in this agreement are based on the accounting system in effect at the time the proposal was prepared and the agreement was negotiated. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this rate(s) require the prior approval of the office responsible for negotiating the rate(s) on behalf of the Government. Such changes include but are not limited to changes in the charging of a particular type of costs from indirect to direct. Failure to obtain such approval may result in subsequent cost disallowance.

FIXED RATE (S): The fixed rate (s) contained in this agreement is based upon estimate of the costs which will be incurred during the period for which the rate applies. When the actual costs for such period have been determined, an adjustment will be made in a subsequent negotiation to compensate for the difference between that cost used to establish the fixed rate and that which would have been used were the actual costs known at the time.

NOTIFICATION TO FEDERAL AGENCIES: Copies of this document may be provided to other Federal offices as a means of notifying them of the agreement contained herein.

SPECIAL REMARKS: Federal programs currently reimbursing indirect costs to this Department/Agency by means other than the rate(s) cited in this agreement should be credited for such costs and the applicable rate cited herein applies to the appropriate base to identify the proper amount of indirect costs allocated to the program.

U.S. DEPARTMENT OF JUSTICE
Office of Justice Programs

**Tennessee Department of
Finance & Administration**

Signature: William Park
Team Leader, GFMD
Office of the Chief Financial Officer

Signature

Date

Name

Title

Date

DISCLOSURE OF LOBBYING ACTIVITIES

Approved by OMB

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

0348-0046

(See reverse for public burden disclosure.)

1. Type of Federal Action: <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. Report Type: <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: year _____ quarter _____ date of last report _____
4. Name and Address of Reporting Entity: <input type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: Congressional District, if known:	5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: Congressional District, if known:	
6. Federal Department/Agency:	7. Federal Program Name/Description: CFDA Number, if applicable: _____	
8. Federal Action Number, if known:	9. Award Amount, if known: \$ _____	
10. a. Name and Address of Lobbying Registrant <i>(if individual, last name, first name, MI):</i>	b. Individuals Performing Services <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i>	
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature: _____ Print Name: _____ Title: _____ Telephone No.: _____ Date: _____	
Federal Use Only:		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.

(b) Enter the full names of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503.

**U.S. DEPARTMENT OF JUSTICE
OFFICE OF JUSTICE PROGRAMS**

Edward Byrne Justice Assistance Grant Program FY 2019 State Solicitation

**Certifications and Assurances
by the Chief Executive of the Applicant Government**

On behalf of the applicant "State" named below, in support of that State's application for an award under the FY 2019 Edward Byrne Justice Assistance Grant ("JAG") Program, and further to 34 U.S.C. § 10153(a), I certify to the Office of Justice Programs ("OJP"), U.S. Department of Justice ("USDOJ"), that all of the following are true and correct:

1. I am the chief executive of the applicant State named below, and I have the authority to make the following representations on my own behalf as chief executive and on behalf of the applicant State. I understand that these representations will be relied upon as material in any OJP decision to make an award, under the application described above, to the applicant State.
2. I certify that no federal funds made available by the award (if any) that OJP makes based on the application described above will be used to supplant State or local funds, but will be used to increase the amounts of such funds that would, in the absence of federal funds, be made available for law enforcement activities.
3. I assure that the application described above (and any amendment to that application) was submitted for review to the governing body of the State (e.g., the State legislature), or to an organization designated by that governing body, not less than 30 days before the date of this certification.
4. I assure that, before the date of this certification— (a) the application described above (and any amendment to that application) was made public; and (b) an opportunity to comment on that application (or amendment) was provided to citizens and to neighborhood or community-based organizations, to the extent applicable law or established procedure made such an opportunity available.
5. I assure that, for each fiscal year of the award (if any) that OJP makes based on the application described above, the applicant State will maintain and report such data, records, and information (programmatic and financial), as OJP may reasonably require.
6. I have carefully reviewed 34 U.S.C. § 10153(a)(5), and, with respect to the programs to be funded by the award (if any), I hereby make the certification required by section 10153(a)(5), as to each of the items specified therein..

Signature of Chief Executive of the Applicant "State"

Date of Certification

Printed Name of Chief Executive

Title of Chief Executive

Name of Applicant State

2020 Addendum

Tennessee Office of Criminal Justice Programs Statewide Five Year Strategy



Prepared by:



Tennessee Office of Criminal Justice Programs
312 Rosa R. Parks Avenue
Nashville, TN 37243

Overview

The Tennessee Office of Criminal Justice Program's (OCJP) five year strategic plan began in state fiscal year 2017 and will continue to be the overarching guide for the agency during its duration. In an effort to provide the most current information related to OCJP's ongoing planning process, each year OCJP will briefly outline updates in the following Chapters: (3) Strategic Planning Process, (5) Newly Identified Resource Needs and Gaps, and (6) Priorities and Select Responses. All annual updates will be in the form of an addendum to the five year strategic plan, from this point forward referenced only as the [2017 Plan](#).

Chapter 3: Strategic Planning Process Addendum

In addition to the annual methods described in the 2017 Plan and the 2018 and 2019 Addendums, OCJP requested technical assistance from the National Criminal Justice Association (NCJA) to develop and implement a criminal justice system needs survey. NCJA assisted with the development of the survey, managing the results to provide OCJP with a summary of the findings and assisted with facilitating the annual round table strategic planning event which explored the results of the survey and possible solutions.

The 23-question survey ([see questionnaire](#)) asked respondents about services provided by their agency or organization; access to technology resources and information sharing partners to advance data-driven decision making; and prioritization of issues within each of the eight purpose areas:

- Law enforcement;
- Prosecution and court programs;
- Prevention and education;
- Corrections and community corrections;
- Drug treatment and enforcement;
- Planning, evaluation, and technology improvement;
- Crime victim and witness programs (other than compensation); and
- Mental health programs and related law enforcement and corrections programs, including behavioral programs and crisis intervention teams.

The Survey yielded 477 responses and represented the views of local law enforcement (Chiefs and Sheriffs), prosecution, defense, victim service agencies, courts, corrections, social service providers, behavioral health care providers and educational services.

The majority of respondents identified "Opioids/methamphetamine/other drugs" (75%) and "Mental health/substance abuse resources" (69%) as the biggest challenges facing their agency or organization per the NCJA Summary of the survey results.

When the survey asked about the most challenging issues facing law enforcement, crisis intervention/mental health/suicide and drug enforcement were the most significant issues identified, followed by training. Additionally, the top three equipment needs for law enforcement were on-car/body worn cameras, surveillance equipment and mobile data terminals.

Overwhelmingly, the results of the needs assessment reinforced that Tennessee's criminal justice system is struggling with the impact of the opioid epidemic. Law enforcement while working to combat gangs and those supplying the illegal drugs and the violent crime that comes along with it, are also besieged with insufficient resources to assist with those caught-up in the system as a result of their mental health and substance abuse issues and the lack of community based resources to effectively address these issues outside of the criminal justice arena. The court system representatives echoed this in their challenges. Prevention and education representatives similarly identified the challenge of substance abuse prevention and juvenile delinquency/at risk youth programs. Diversion/alternatives to incarceration, workforce/ability to hire and retain qualified staff and special population programming were the biggest challenges to the corrections and community corrections representatives.

Victim Service challenges continued to identify children's needs as primary, especially those children exposed to violence, physical abuse and neglect and those that are drug endangered. Family violence and interpersonal violence is the second biggest challenge to those working with victims in Tennessee. The survey identified the need to expand transitional housing, financial assistance to victims and shelter services to meet the rising needs of victims in Tennessee. Additionally, OCJP's victim service agencies have reported an increase in victims that struggling with substance abuse or are otherwise impacted by the drug epidemic in this state.

As a result of the outcome of the needs assessment and the trends OCJP has been monitoring in Tennessee over the last several years, this year's Roundtable looked in depth at two projects as potential solutions. The Roundtable attendees discussed what they were seeing and hearing from colleagues as to the greatest challenges facing Tennessee. The group heard from the Ohio START program that provides trauma informed services to families impacted by the drug epidemic as a way to intercede in the multigenerational transmission of trauma and explored how this might look if brought to Tennessee. Additionally the group heard from a Nashville based organization that is implementing the Cure Violence evidenced based program to address community violence as a health epidemic, repair community relationships and provide mentoring to youth. The annual OCJP Roundtable Strategic Planning Meeting expanded its membership again this year to include those agencies that serve at risk youth and those representing community corrections/juvenile delinquency populations. Their voices enhanced the dialogue around these issues and proposed tools to address them.

Geographic Information Systems (GIS) data fits into strategic planning for OCJP in a number of ways and has become another tool to assist in strategic planning. GIS allows for easier analysis of reporting data compared to already established census demographic data. GIS can identify correlations of victim data to population demographics; i.e. lack of jobs compared to higher areas of crime. Also, GIS will allow for further analysis of the specifics of the underserved and culturally specific populations for various funding sources handled by this office. GIS ultimately will create linkages between criminal justice and victim services and other community demographics that help strategically address the needs within a judicial district, county or community. OCJP is just starting to create some of these maps and become more adept at in the use of these analytics. Three recent examples of maps created are the following; [2017 Domestic Violence Non Shelter Site Map](#), [Rural Counties in TN Map](#) and the [2016 Poverty Census Data Map](#).

OCJP has recently (FY2017) formed an Inclusivity Committee of stakeholders including: victim service providers, agencies that support underserved, unserved, and inadequately served populations, and other agencies that assist victims of domestic and sexual violence. This committee is tasked with supporting the growth of meaningful relationships with culturally specific and underserved service providers. Additionally, it is working to develop an actionable goal and unified strategy that addresses culturally specific barriers to accessing victim services. Communication from this group informs OCJP's strategic planning process and is meant to improve access to services for all victims of crime in Tennessee.

The [2017 STOP Implementation Plan](#) is a four year document developed last year as part of the 2017 STOP application. Much of what is included in the STOP Implementation plan is also found in the more comprehensive OCJP strategic plan.

Chapter 5: Resource Needs and Gaps Addendum

System weaknesses tied to domestic violence: Tennessee continues to prioritize the expanded use of the Maryland Lethality Assessment Program (LAP) statewide due to the continued high rate of crimes against persons that are domestic related. This evidence based protocol reaches victims who may have never sought services and enhances the partnership between law enforcement and local domestic violence shelters while on the scene of an incident to link victims immediately to services. Through STOP funding beginning in CY 2019 and continuing through FY 2023, Tennessee has a TN LAP Coordinator housed at the Tennessee Law Enforcement Training Academy (TLETA) to assist with this expansion. Currently Tennessee has 42 law enforcement agencies using LAP (450 officers trained since July 2018), 12 Domestic Violence Service Providers and with 250 LAP qualified Trainers to continue this training within their local jurisdictions.

As a result of increased use of the LAP and increased requested services, OCJP funded shelters are struggling to keep up with the demand in many of our communities. Shelters in Chattanooga, Knoxville and Nashville have been working to increase the number of beds available to victims in 2019. Frontier Health and Center of Hope expanded shelter services into new communities as well. Even rural communities which previously experienced low service rates are finding that they no longer have sufficient space to shelter those requesting the service. OCJP will look for opportunities to meet this growing need, especially in rural east Tennessee and in Memphis.

According to the [Domestic Violence 2017 Report](#) by the Tennessee Bureau of Investigation, overall numbers reveal a decrease of 1.8% from 2016 to 2017. The report goes on to indicate that females are three times more likely to be victimized than males; accounting for 71.5% of all domestic violence victims. Juveniles under the age of 18 make up 9.8% of all victims. Juveniles accounted for the highest age group category for rapes in 2017, at 46% according to this TBI report. The Report concludes with this final comment, "the current assessment of domestic violence in Tennessee exposes the need for continued and increased efforts in the battle against domestic abuse within our community."

As a result, Tennessee's Department of Children's Services is working in collaboration with OCJP to explore options to enhance their staff's awareness of domestic violence issues as it relates to the children with whom they work and improve collaboration with domestic violence shelter service programs statewide. There is an opportunity for cross training between these groups which can strengthen positive working relationships across staff and streamline service delivery to those children engaged with both agencies.

System Weaknesses in Sexual Assault Responses: The increase in reported sexual assault crimes can be felt in Tennessee just as it is seen nationwide. The Universities are seeing an increase in incidents reported on their campus since 2013 (TIBRS data; 2013 through 2017) and they need advanced training to ensure their response is aligned with the Cleary Act and Title IX as well as trauma informed. The universities are not alone in this increase in reported sexual assault incidents; our local law enforcement agencies are also seeing this as evidenced in the TIBRS data, 2013 through 2017.

OCJP continues to attend the Tennessee Human Trafficking Advisory Committee and has become more involved with the human trafficking work through VOCA funded projects and direct appropriations funneled through this office. These agencies identify the need for additional emergency and transitional housing options, increased staff to build agency capacity and general supplies.

More generalized victim service providers (Victim Service Coordinators housed within law enforcement and prosecution and crime victims' centers) struggle with the unique challenges of sexual assault victims and report needing additional education, mentoring and peer support to address these difficult cases.

Coordinated approach to apprehension and prosecution of drug offenses & violent crimes: In Tennessee as well as other areas of the country, the opioid crisis continues to plague our local law enforcement agencies. Recent TCA enhancements are demonstrating a positive impact on the prescription drug issue in Tennessee. But these improvements are being overshadowed by dramatic increases in the use and availability of both heroin and fentanyl according to Jim Derry, TBI, TN Dangerous Drugs Task Force Information Systems Manager. Advanced training in the investigation and prosecution of these crimes is essential. This is most impactful when there is a coordinated collaborative approach through the multi-jurisdictional drug and violent crime task forces and their work with HIDTA, DEA and USAO.

Although law enforcement is facing fewer methamphetamine clandestine labs, the amount of crystal methamphetamine being transported on our highway systems and peddled in our local communities continues to surge. This also benefits from a collaborative approach as this issue is even more significant than opioids in Tennessee per data received from the Dangerous Drugs Task Force Meeting in November of 2018.

Data-driven, location-based strategies to crime reduction: The issue of Pre-trial Release data driven assessment tools has been one highly publicized nationally and received strong support. Over the last two years, OCJP has engaged a technical assistance provider to assist three sites

with their development of an assessment tool that is validated through local data to incorporate a risk based system that focuses limited resources on defendants who are more likely to obtain new criminal charges or fail to appear in court. Diverted costs relate to a reduction in the average length of stay within local jail facilities. There has been increased interest in pre-trial risk assessment tool usage across the criminal justice system. With local jails at or beyond capacity across Tennessee, this data driven approach has sparked much interest as a possible solution.

Meeting basic infrastructure issues such as law enforcement equipment, and criminal justice and victim service practitioners' training: Basic infrastructure needs remain a high priority across criminal justice agencies. Law enforcement is continually seeking to keep one step ahead of the criminal activity in their community. According to the OCJP 2018 TN JAG Stakeholder Survey, the top three equipment needs for law enforcement was in-car/body worn cameras; surveillance equipment and mobile data terminals and accessories. Additional ballistic testing sites have been a top need as well as drug detection equipment for use in the field. State law enforcement entities have a host of additional needs such as forensic equipment focused on rapid DNA testing and improved drug testing, Narcan, bomb and hazmat suits, and ongoing training needs.

With increases in VOCA funding and agencies serving an increased number of staff, basic supplies for those facilities are experiencing more wear and tear and need to be replaced. Many of these agencies are at the place where they are looking to technology to support their work with victims; whether that is electronic RMS, security systems or increased use of social media platforms to reach victims. Additionally, with the expanded need for emergency and transitional housing comes the need to furnish those spaces.

New Tennessee laws have necessitated additional training within the court system around the Juvenile Justice Act and enhancing services to this population. The court system has recognized the intersection between human trafficking and domestic violence and seeks additional training in this area.

The Tennessee District Attorneys General Conference has noted a continued need for ongoing training and credentialing of their victim witness coordinators related to responding to and assisting victims of crime. This will not only improve the quality of services victims receive but increase the type of services provided to victims and expand the number of victims served by the Victim Witness Coordinators.

Numerous TCA enhancements passed during state fiscal year 2018 which will enhance public safety by improving NCIC reporting. Law enforcement, hospitals, sheriffs and county clerks offices all have adjustments to their reporting requirements as result and have begun training their professions on these changes.

Chapter 6 Tennessee's Priorities and Select Responses Addendum

Response to Violence in the Home: OCJP continues to focus its efforts on multipronged approaches to statewide problems, especially those that undertake a collaborative approach to address the issue. Family Justice Centers provide an opportunity to address domestic violence by providing a colocation where a victim can choose the services she/he needs without having to

travel to multiple sites to get a variety of needs met. OCJP hopes to work with three additional communities to implement a new family justice center within their counties. Additionally, OCJP reached out to current family justice centers to address any ongoing equipment and facility needs. The currently funded FJCs identified improvements to their agencies that fortifies the safety of those coming to the Center and enhances their trauma informed response to victims.

OCJP will look to fund a pilot project to develop a domestic violence court model, dedicated to the prosecution of domestic violence cases that provides support to victims of domestic violence, and is focused on offender accountability. This pilot would plan and implement a domestic violence court supporting the best practices in the field of domestic violence and prevention services by the United States Department of Justice. This project will include the training of all court personnel in best practices as well as the establishment of a batterer's intervention program focused on offender accountability.

OCJP looks to further strong collaborations built with the TN Department of Children's Service (DCS) and further the cross training between their staff and local Domestic Violence shelter staff. DCS has prioritized the Keeping Families Safe evidence based curriculum as it looks to integrate domestic violence education, awareness and interventions into its system. Through this collaboration and training, there is the opportunity to pilot how a strong working relationship between DCS and local shelter programs can positively impact the children caught in the cross hairs of this criminal behavior.

OCJP has continued its collaborative relationship with the TN Department of Mental Health and Substance Abuse Services, and the two agencies are looking at ways our funded partners can better collaborate in local communities. Some of this work begins with cross training all involved to better understand the intersection of trauma, victimization, mental health issues and substance abuse. Additionally this population continues to struggle with the substance abuse and the Regional Overdose Prevention Specialists have trained 11 Shelter programs and provided Narcan to their facilities.

The increased use of the Lethality Assessment Protocols by TN law enforcement has increased the need for emergency shelter beds for domestic violence victims. OCJP will work with those communities with the greatest needs as evidenced by their annual data and reported needs to identify opportunities to expand these services over the next year likely in rural east Tennessee and in the Memphis area.

Responses to Sexual Violence: There is more that can be done to address sexual violence within Tennessee. The University of Tennessee Law Enforcement Innovation Center will be working with all Tennessee secondary education law enforcement to enhance their understanding of the Clery Act and Title IX. In CY 2019, OCJP utilized STOP funding to address the growing number of cases in Shelby County related to new tested sexual assault kits. OCJP worked with this community to increase staffing for victim services and investigative activities to support the prosecution of these cases.

The judicial system also acknowledged the overlap of domestic violence and human trafficking and prioritized this training in FY 2019 through STOP funding. OCJP has recognized the need

to enhance and expand services to human trafficking victims beyond the previous targeted solicitation released in FY 2017 and will look to expand those grants in the coming year.

In FY 2020, OCJP will look to build upon the success of the training initiative through the Sexual Assault Center in their support of dual domestic and sexual violence providers. They will seek to further enhance their sexual assault services by targeting more generalized victim service providers such as crime victim centers, victim witness coordinators and law enforcement victim service providers to enhance their skills and knowledge as it relates to working with sexual assault victims. These are the primary responders to rural sexual assault victims where there are no dual programs and as such, can be isolated in both location and peer support.

Coordinated approach to apprehension and prosecution of drug offenses & violent crimes:

The possession, sale, and cultivation of illegal drugs have impacted communities in all areas of the state. The drug problem has exacerbated violent crime activity and gangs. Individual law enforcement agencies in Tennessee do not have the personnel or funding to combat the problem alone. As drug distribution activities spread over larger regions and ignore the artificial boundaries of individual jurisdictions, law enforcement (and prosecution) is forced to explore the need for task forces that can meld the talents of individual offices into an effective team.

There is also a need for specialized skills and expertise in rural settings where criminal enterprise takes place without regard to the size or experience of the office. Undercover work is more difficult, if not impossible, in smaller communities, where police officers are well known to the locals. For these and other reasons, the multi-jurisdictional drug and violent crime task forces fill the gaps between the traditional law enforcement organization and the need for responding to these new demands. Tennessee requires a prosecutor-led multi-jurisdictional task force model that is supported by TCA and funding these task forces continues to be a priority.

Data-Driven, Location-Based Strategies to Crime Reduction: OCJP will build on the success of the Pre-trial projects in Nashville and Knoxville and will partner with the current TA provider to expand this project over the next year into new communities and jurisdictions. The previous pilot sites aforementioned were able to do the following; developed a data-driven pre-trial risk assessment to provide objective and standardized information to assist the pre-trial release decision, brought stakeholders together to determine pre-trial policies and how the risk assessment should be incorporated in the release decision; and began using the risk assessment to help inform their community supervision policies to follow best practices by focusing resources on individuals who are at a higher risk for failing to appear in court or obtaining new criminal charges. There has been considerable interest in expanding this to other communities.

Meeting Basic Infrastructure Needs: OCJP has sought to expand the ballistic testing facilities within Tennessee through providing equipment in two additional communities in FY 2019. The multi-jurisdictional drug and violence task forces identified the need for crime scene drug detection devices that would enhance officer safety and save the lives of their precious K-9 officers and each task force has the opportunity to add this equipment in FY 2019. State Crime labs need additional equipment for drug testing and rapid DNA testing beyond what is sought through annual Coverdell funding.

Given the influx of VOCA funding and the growth of Victim Service Agencies, they are experiencing additional basic infrastructure needs as well. In the fall FY 2019, OCJP released an open solicitation with the goal of enhancing victim service delivery through expansion of transportation equipment, agency database and technology systems, sexual assault and forensic exam equipment and basic supplies and furniture for these agencies. As their services grow and they are reaching more victims, more is needed and this was seen in the volume of responses received.

The Statewide Domestic Violence Hotline has received an influx of calls related to increased awareness of this resource through targeted public service announcements, and as a result need more staff to address the increased demand. OCJP sought to expand the staff covering this hotline and to expand the hotline's ability to back up additional shelter programs through hotline coverage in the evening and week-ends. This smart solution enhances service delivery within local communities and decreases staff secondary trauma by providing the back up support to smaller agencies with limited funding, volunteers and staff while ensuring victim's needs are met.

Criminal Justice and Victim Service Continuing Education: OCJP will continue to support projects that educate professionals, such as law enforcement and victim witness coordinators, as well as projects that educate the community at large, such as churches and local civic groups. This office has and will continue to fund training to all levels of practitioners within the criminal justice system, including victim service providers and is referenced in other headings throughout this document.

Response to Crime Victims in Tennessee: Under the 2019 VOCA underserved/culturally specific solicitation, the Family Justice Centers in TN were given the opportunity to expand their staff and hire a Coordinated Community Response (CCR) Coordinator with the specific focus of and charged with identifying and accessing underserved/unserved/inadequately served populations in their communities.

The Women of Color Network (WOCN) will be conducting a two-hour training to the Tennessee Family Justice Center Executive Directors and their newly hired CCR Coordinators. WOCN's presentation focuses on how to think about those populations and work within the CCR to create real access opportunities for them. The training includes several interactive activities that invite participants to question some of their preconceived notions of the various people that make up their community and how the needs of those unique populations are complicated by their trauma and victimization. The goal of the training is to energize and empower the FJCs with a better understanding of their role within this particular project and a concrete plan for engagement to bring back to their local CCRs.

Through input of the strategic planning meetings and various committees, OCJP has prioritized open solicitation funding to projects that provide services to limited and non-English speakers, to urban and rural victims, to victims living in poverty, to victims with disabilities and to victims with other barriers that impact how she or he might access services from victim service agencies. A recent priority for this funding was given to culturally specific projects that work with victims of sexual assault.

OCJP will work with the Administrative Office of the Courts and the Department of Children's Services to address the youngest victims of the child abuse and neglect through the Safe Babies Court Team approach. This initiative was legislated in 2017 to improve outcomes for infants, toddlers and families involved in the child welfare system according to the [Zero to Three, Early Connections Last a Lifetime](#) June 4, 2018 website post. OCJP will look to expand service delivery to this population to mitigate the impact of their victimization and adverse childhood experiences through the expansion of this model into new communities.

With the increased VOCA funding and in line with the results of the most recent needs assessment survey, OCJP sought to further expand services to child victims through an expansion of funded Court Appointed Special Advocate (CASA) programs in Tennessee. Six (6) CASA new to VOCA funding will expand services within their local communities.

In the fall of FY 2019, OCJP opened a competitive solicitation for Tennessee's Legal Aid agencies as civil legal services remain an ongoing need for victims of crime. The VOCA solicitation aimed to expand legal aid services to not only victims of domestic violence and sexual assault, but to victims of other crimes, as well. Agencies expanding services to victims in need of immigration, post-divorce, intellectual and developmental disabilities/elder abuse/disabled/and other underserved cultural populations received priority. Additionally, agencies expanding services to previously unserved or underserved counties in the agency's service area which also ranked high for crime and poverty were given priority.

Throughout the headings in the above sections, there are additional specific examples of responses to victimization to be undertaken by OCJP over the next fiscal year.

2017

Tennessee Office of Criminal Justice Programs Statewide Five Year Strategy



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Chapter 1: Executive Summary

The Tennessee Office of Criminal Justice Programs (OCJP) 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, measuring the performance of, and evaluating the results of those decisions. Our strategic program management process looks several years ahead of daily grants management activities at the changing needs of Tennessee's justice system. The process 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.

As in most states, the majority of Tennessee's criminal justice dollars continue to be raised from local taxes and spent on local and state criminal justice priorities and problems. Crimes are committed locally, and that is where offenders are apprehended, defendants tried, sentences determined and carried out, and where services are provided for both the victims of the crime and offenders. Because the Statewide Multi-year Strategy serves as the blueprint for all coordinated drug and violent crime control efforts in the State and the rehabilitative services for those that commit those crimes and the reparative services for those victimized, it is imperative that the State utilize a strategic planning process that reflects the perspectives of these practitioners. It must be as inclusive as possible. To that end, the Office of Criminal Justice Programs (OCJP) takes a data-driven approach and proactively seeks input from practitioners on the local, state and federal levels to assist in influencing the strategy. OCJP gathers practitioner information through a variety of planned information gatherings, training conferences and seminars, as well as through informal meetings and surveys. This strategy document is a reflection of this information gathered from across the State as well as data from across the Nation.

This document will do the following; provide an introduction to the Office of Criminal Justice Programs and the State of Tennessee as a whole, provide an overview of the criminal justice system and victim services in Tennessee, outline the strategic planning process conducted by OCJP, review the current data related to crime, victimization and services, identify the areas of greatest need tied to systemic weakness and outline the plan moving forward to address those needs.

This report will demonstrate that the data suggests the following eight areas of need:

- System weaknesses tied to domestic violence and sexual assault
- Gang intelligence and a coordinated approach to apprehension and prosecution of drug offenses and violent crimes
- Data-driven, location-based strategies to crime reduction
- Meeting basic infrastructure issues such as law enforcement equipment, domestic violence shelter enhancements and criminal justice and victim service practitioners' training
- Community-based crime prevention & education activities
- Case backlog and programs designed to minimize time and maximize effectiveness of court
- Improve criminal justice information sharing and integrated systems

- Expansion of victim services, especially to areas without services or with limited services

While the Tennessee Office of Criminal Justice Programs is not implementing significant changes to the 2016 Update of the Statewide Strategy for Drug and Violent Crime Control and Criminal Justice System Improvement plan submitted last fiscal year, OCJP is excited about the opportunities this plan provides to impact crime in Tennessee over the next five years. OCJP will continue to seek information and input from our local and state level peers to enhance our understanding of the current needs and issues Tennessee faces over the course of this multi-year plan and each year, specific strategies will be developed to address the most pressing issues.

Chapter 2: Introduction

The Office of Criminal Justice Programs (OCJP), which is located within the Tennessee Department of Finance and Administration, continues to serve as the State Administrative Agency for several federal government funding agencies for Tennessee including but not limited to, the Edward Byrne Justice Assistance Grant (JAG) Program, Victims of Crime Act (VOCA) Program, Office of Violence Against Women (OVW) Program, Family Violence Prevention and Services Act (FVPSA) Program, Sexual Assault Services Program (SASP), National Criminal History Improvement Program (NCHIP), the NICS Record Act Improvement Program (NARIP) and the Paul Coverdell Forensic Science Improvement Program (Coverdell). For two decades, these programs have provided a vehicle for seeding and pioneering new programs as well as sustaining victim services across the State.

Tennessee's implementation of these programs continues to evolve along with its criminal justice system. The funding programs assist OCJP in stimulating evidence-based programs that are multi-faceted responses to crime and victimization in our state even as it supports our improvement of the infrastructure of the state's criminal justice system. With this Multi-Year Statewide Strategy, the State of Tennessee continues its commitment to reduce the incidence of drug use, drug trafficking, and violent crime within the State's boundaries while working to increase victim safety and reduce the impact of crime on victims.

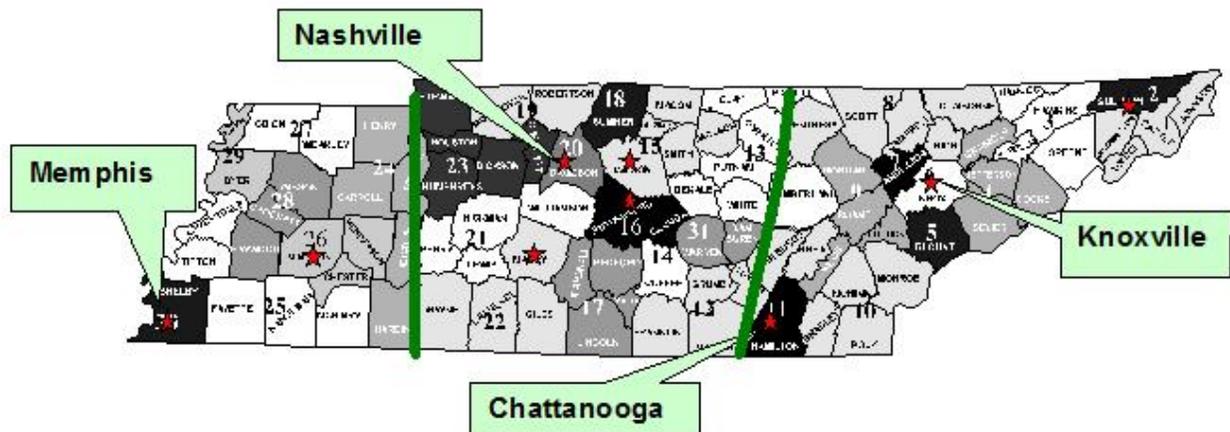
This section will provide an overview of the State of Tennessee and its criminal justice system, the role of the Office of Criminal Justice Programs and an orientation to the remainder of this document.

Profile of the State of Tennessee

The State of Tennessee is made up of 95 counties covering an area of 41,219 square miles of mountains, rolling hills, and flood plain. According to the U.S. Department of Commerce, U.S. Census Bureau website, the State's total population in 2014 is estimated at 6.5 million which is growing at a rate 2% higher than the National average. This growth rate has made Tennessee the 17th most populous state in the U. S. Although Tennessee's population growth is expected to slow to 11.3 percent for the decade 2013 to 2023, it will still be faster than the expected national rate of 8 percent. There are four metropolitan areas, but six other areas are rapidly growing, from west to east Jackson, Clarksville, Columbia, Murfreesboro, Lebanon, and Johnson City. Five hundred miles of rural countryside in three distinct topographic regions are divided by six major interstate highway systems. Tennessee sits astride two of the major North-South and East-West interstate transport routes for citizens, tourists, and unfortunately criminal activity.

The State of Tennessee is geographically, culturally, economically, and legally divided into three Grand Divisions: East Tennessee, Middle Tennessee, and West Tennessee. These three distinct geographical regions of the state correspond with the Districts of the U. S. Attorneys Offices. The state constitution allows no more than two justices of the five-member Tennessee Supreme Court to be from one Grand Division and a similar rule applies to certain commissions and boards.

Figure 1: Tennessee's Grand Divisions



The East Tennessee “grand” division is characterized by the high mountains and rugged terrain of the western Blue Ridge Mountains, which are subdivided into several subranges, including the Great Smoky Mountains. Knoxville, Chattanooga, and Johnson City are its largest cities. The hilly and mountainous areas reach elevations of over 6,000 feet above sea level. East Tennessee has several important transportation links with Middle and West Tennessee, as well as the rest of the nation and the world, including several major airports and interstates.

The Middle Tennessee division is one of the primary state population and transportation centers along with the heart of state government. Nashville, Clarksville, and Murfreesboro are its largest cities. The middle grand division is mostly gentle, rolling hills whose elevations range from 500 to 1,000 feet. The middle division hosts the second largest concentration of population in the region around Nashville. Interestingly, fifty percent of the US population is within 600 miles of Nashville. The Tennessee River separates the western grand from the middle grand division.

The West Tennessee division is approximately 10,000 square miles of territory between the Tennessee and the Mississippi Rivers, is home to Tennessee’s largest city, Memphis, followed by the cities of Jackson and Bartlett. The division consists of hilly land that runs along the western bank of the Tennessee River, and a wide area of rolling hills and streams that stretched all the way to the Mississippi River. The Mississippi River runs the length of the western border of the state and anchors the city of Memphis. The Memphis downtown area features very steep bluffs overlooking the river.

Tennessee borders eight states: Kentucky and Virginia to the north; North Carolina to the east; Georgia, Alabama, and Mississippi on the south, and Arkansas and Missouri on the Mississippi River to the west.

According to the U.S. Department of Labor, Bureau of Labor Statistics website, in 2014 Tennessee had a per capita personal income (PCPI) of \$40,457. This PCPI ranked 36th in the United States and was 88 percent of the national average, \$46,049. The 2014 PCPI reflected an increase of 2.9 percent from 2013. The US national unemployment rates continue to decrease from 9.9% in 2010 to 6.1% in 2014 and reaching a low of 5.0% as of December of

2015. Tennessee's unemployment rate reductions have followed suit; the rate for 2010 was 9.2%, in 2014 it was 6.4% and as of November 2015 the rate was 5.6%. This low rate does not impact all communities consistently across Tennessee. There are pockets of communities within eastern mountain regions and western plains regions that experience much higher rates than this.

In 2014, Tennessee current-dollar Gross Domestic Product (GDP) was \$300.6 billion and ranked 19th in the United States. Ten years previously, Tennessee GDP was \$220.5 billion and ranked 18th in the United States, (U.S. Department of Labor, Bureau of Labor Statistics website).

In 2014, the largest industry in Tennessee was finance, insurance, real estate, rental, and leasing. This industry accounted for 16.7 percent of Tennessee GDP had 1.3 percent real growth. The second largest industry was government, which accounted for 11.9 percent of Tennessee GDP and had a 0.3 percent real decline, (U.S. Department of Labor, Bureau of Labor Statistics website).

Background: Tennessee's Criminal Justice System

Tennessee's criminal justice system includes a range of city and county law enforcement agencies, a prosecution arm, a public defense system, the state judiciary, local and state corrections, and a range of for-profit and non-profit service providers. Eight departments of state government, as well as numerous other state entities, provide everything from direct service delivery for state prisoners in residential settings to support for state prosecutors and public defenders and wrap around services for some of Tennessee's most vulnerable populations, victims of crime. While law enforcement in Tennessee's 95 counties remains mostly a responsibility of local government, Tennessee has an effective array of state public safety and law enforcement agencies, such as the Tennessee Bureau of Investigation and the Tennessee Department of Safety and Homeland Security. (Appendix A contains a more detailed description of the sections below.)

Components of the Tennessee Criminal Justice System

Local Law Enforcement: The initial response of the criminal justice system begins with law enforcement. Currently there are over 300 municipal police departments, 95 county-elected Sheriffs and sheriff's departments, 27 judicial district drug task forces as well as state level law enforcement agencies throughout Tennessee. Sheriffs' offices provide law enforcement to many unincorporated and numerous rural parts of the state. Beyond the role of providing law enforcement to significant portions of the state, Sheriffs also administer Tennessee's county jail system. Other important functions of the Sheriffs include court security and delivery of civil process.

Prosecution: In Tennessee each of the state's 31 judicial districts is represented by a **District Attorney General (DAG)** elected for a term of eight years. The district DAGs are responsible for the prosecution of criminal cases on behalf of the state. The DAG Offices include assistant district attorneys general to assist these chief

prosecutors, criminal investigators, victim witness coordinators and assistants, and other support personnel. In 27 of the 31 judicial districts, the District Attorney General oversees a Judicial District Drug and Violent Crime Task Force. **Tennessee's Multi-Jurisdictional Drug and Violent Crime Task Forces** were created in the late 1980's as a direct response to the federal enactment of the anti-drug abuse acts of 1986 and 1988. They are supported by grants from the Byrne Grant, fines and penalties, and assets forfeiture monies. The model for the Task Force structure followed in Tennessee closely adheres to the structure promoted at the federal level. The Task Force structure promotes an improved response to drug trafficking and drug-related crimes by facilitating the integration of previously fragmented law enforcement services. Through the use of a mutual aid agreement single local law enforcement agencies can pool resources with other law enforcement agencies and work more effectively with federal agencies and other segments of the criminal justice system.

Public Defense: Tennessee's **public defenders** represent indigent persons accused of crime. There are twenty-nine district public defenders in Tennessee and two local public defenders – in Shelby and Davidson Counties (Memphis and Nashville). District public defenders are elected by the citizens of their judicial districts and serve eight-year terms. Public defenders and their assistants are licensed attorneys, duly admitted to practice law before the courts of Tennessee. If a person is charged with a crime that carries a possible jail sentence, and he or she cannot afford an attorney, one will be appointed by the court. In most cases, it will be the local public defender. Criminal investigators are also an important part of the public defender team. Investigators assist the lawyers in analyzing evidence and preparing the case for trial.

The **Tennessee Bureau of Investigation** (TBI) is an independent agency of state government. TBI is accountable to the District Attorneys General and to the Judiciary for its performance of services, and to the Executive and Legislative branches for its support functions. The TBI has the statutory authority to investigate any criminal violation upon the request of the District Attorney General for that judicial district. Moreover, the TBI has original jurisdiction over violations of narcotics laws, fugitive investigations, organized crime, public corruption, official misconduct, Medicaid/TennCare fraud and patient abuse in any Medicaid-receiving facility. The TBI assists local law enforcement agencies with investigations at their request and also cooperates with federal law enforcement agencies on joint investigations. TBI also provides support services for local law enforcement agencies, such as forensic crime lab services and information systems that provide statewide access to a wide variety of crime information.

The **Tennessee Department of Safety and Homeland Security** also operates at the state level. Tennessee's first State Police Force was created in 1919, and patterned after the historic Texas Rangers. A decade later Governor Henry Horton created the Tennessee Highway Patrol, as an offshoot of the State Police Force. The department itself was established by the General Assembly in 1939. TDSHS has experienced significant development since then. Today, the department and its highly trained state

troopers and enforcement officers are responsible for safety on more than 15,000 miles of state and federal highways.

Court System: Tennessee does not have a unified court system. The following delineates the various levels of the court system and the Administrative Office of the Courts provides administrative services to the various systems.

- The **Tennessee Supreme Court** is the state's highest court, and the court of last resort. The five Supreme Court justices hear appeals of decisions from other courts and interpret the laws and Constitutions of Tennessee and the United States. Justices are elected on a "yes-no" vote every eight years.
- **Intermediate Appellate Courts:** The 12-member Court of Appeals hears most appeals of civil (i.e., non-criminal) cases from lower courts. All final decisions of the Court of Appeals may be appealed to the Tennessee Supreme Court. The Court of Appeals meets in Knoxville, Nashville and Jackson, sitting in panels of three judges.
- The **Court of Criminal Appeals** hears trial court appeals in felony and misdemeanor criminal cases. Panels of three judges sit monthly in Jackson, Knoxville and Nashville to hear cases. As with the Court of Appeals, the Court of Criminal Appeals meets at other places and times as necessary. Also like the Court of Appeals, the Court of Criminal Appeals does not conduct trials. Instead, the records of the original trials in lower courts are reviewed; attorneys present the legal issues.
- **Trial Courts:** Tennessee's 95 counties are divided into 31 judicial districts. Within each district are Circuit Courts and Chancery Courts as provided by the state Constitution. Some districts also have legislatively established Criminal Courts. Judges of these courts are elected to eight-year terms. Circuit Courts are courts of general jurisdiction in Tennessee. Circuit judges hear civil and criminal cases and appeals of decisions from City, Juvenile, Municipal and General Sessions courts. The jurisdiction of Circuit Courts often overlaps that of the Chancery Courts. Criminal cases are tried in Circuit Court except in districts with separate Criminal Courts established by the General Assembly.
- **Courts of Limited Jurisdiction:** General Sessions Court jurisdiction varies from county to county, based on state laws and private acts. This court, which hears civil and criminal cases, including matters formerly handled by justices of the peace, serves every county. Civil jurisdiction is restricted to specific monetary limits and types of actions. Criminal jurisdiction is limited to preliminary hearings in felony cases and misdemeanor trials in which a defendant waives the right to a grand jury investigation and trial by jury in Circuit or Criminal Court. General Sessions judges also serve as juvenile judges, except in counties where the legislature has established a separate Juvenile Court. General Sessions judges are elected to eight year terms. Juvenile Court jurisdiction is vested in General Sessions Courts in all counties except those in which the law establishes special Juvenile Courts. Juvenile Courts have exclusive jurisdiction in proceedings

involving minors alleged to be delinquent, unruly, dependent and neglected. Juvenile Courts also have concurrent jurisdiction with Circuit, Chancery and Probate Courts in some areas. Municipal Court, also known as city court, has jurisdiction in cases involving violations of city ordinances. Generally, a city judge has authority to assess fines up to \$50 and jail sentences up to 30 days. However, jurisdiction varies widely from city to city. There are now however a number of municipal courts with jurisdiction over some criminal cases,

The ***Office of the Attorney General and Reporter*** was established by Article VI, Section 5 of the Tennessee Constitution. The justices of the Tennessee Supreme Court appoint the attorney general for an eight-year term. The attorney general is the chief legal officer of the state. Through the AG's staff, the Attorney General represents the interests of the state in a variety of areas. The attorney general represents officers and agencies of the state in all civil litigation before state and federal courts. The attorney general prosecutes all criminal cases in the appellate courts and exercises original prosecution powers in the areas of securities and state contract fraud. The AG also has the authority to institute ouster proceedings and civil actions for antitrust violations, consumer fraud and environmental enforcement. In addition to courtroom duties, the attorney general provides legal advice to state departments and agencies and the General Assembly.

Corrections: Corrections in Tennessee is not one unified system, but a group of independently operating entities; jails, prisons, and probation and parole offices. As with law enforcement, correctional activities are organized, administered and financed by local and state jurisdictions. In general, the State of Tennessee administers those convicted of felonies (serving a year or more). The ***State Department of Correction (DOC)*** maintains thirteen facilities for men and women across the state, of those three are managed privately by Corrections Corporation of America. In 2014, the DOC housed 254,067 inmates in their facilities; an increase of 4.5% since 2010. ***County jails*** are administered by sheriffs. They serve two purposes: (1) housing people who have been arrested for a crime and are awaiting trial and (2) housing offenders who have been convicted of misdemeanors and sentenced to less than one year of incarceration. Other lock-ups exist as short-term holding facilities pending transfer.

The remaining departments of Tennessee State government directly responsible for components of the criminal justice system are as follows:

- ***Finance and Administration, Office of Criminal Justice Programs*** (S.A.A. for Department of Justice) – OCJP is the State Administrative Agency for many U.S. Department of Justice programs. In addition OCJP administers Federal Department of Health and Human Services grant dollars as well as several grant programs supported by state-appropriated dollars. The Tennessee Department of Finance and Administration is the

umbrella fiscal, budgetary and administrative overhead and oversight agency for Tennessee state government.

- ***Department of Children's Services*** - The Department of Children's Services, created in 1996, consolidated all services to children formerly provided by multiple departments. While all the department's services are important, those of particular interest to OCJP are programs for delinquent youth, probation, aftercare, treatment and rehabilitation programs for identified youth and those providing services to children who are victims of crime.
- ***Commission on Children and Youth*** – The Tennessee Commission on Children and Youth (TCCY) is an independent state agency that advocates for improvement in the quality of life for children and families; collects and disseminates information on children and families for the planning and coordination of policies, programs and services; administers the federal Juvenile Justice and Delinquency Prevention Act (OJJDP) in Tennessee.
- ***Department of Health*** - The Department of Health plays a crucial role in Tennessee's efforts to fight crime and delinquency in addition to its role of pursuing a broad public health agenda. As the agency of state government tasked with the prescription monitoring program they are key to the State's efforts to identify prescription drug abuse. This department also oversees the childhood fatality review board and the Rape Prevention and Education federal funding.
- ***Department of Mental Health and Substance Abuse Services*** - The Tennessee Department of Mental Health and Substance Abuse Services is an important partner in facilitating reform within Tennessee's criminal justice system. Important crossover issues such as the mentally ill in jails and prisons, and responding to underlying mental illness among drug and chemical abusers are examples of shared agendas. As the agency of state government tasked with targeting substance abuse and chemical dependence, it directs an important part of Tennessee's efforts to combat drug-related crime and delinquency through prevention efforts aimed at youth and adults. Treatment, intervention and rehabilitation services for thousands of Tennesseans are provided each year through out-patient and residential treatment facilities across the state. In addition, this department oversees and provides funding for the State's Recovery Courts (known nationally as Drug Courts) and Veteran's Courts.

The ***Governor's Public Safety Subcabinet*** working group is made up of the Governor's Cabinet as well as other Executive Branch leaders working in some way with the criminal justice system. This working group was given the mission of an action plan to significantly impact crime in Tennessee and to take the lead in implementing the action plan and identifying its success.

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. In calendar year 2012, three Key Initiatives (goals) of the Safety Plan to Curb Crime and Create a Climate for Job Growth in Tennessee Communities were set for the following areas:

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

Governor Haslam's press release on January 14, 2016 reported the following successes under the initial plan include:

- More effective monitoring of pseudoephedrine sales and limitations on the amount that can be purchased in order to reduce the production of methamphetamine;
- Mandatory incarceration for repeat domestic violence offenders;
- Creation of a real-time database for prescribing and dispensing prescription narcotics;
- Tougher sentences for gang-related crimes;
- Effective data-driven enforcement efforts by state troopers to reduce traffic fatalities and severe crashes;
- An increase in the number of drug addicted offenders participating in recovery court programs; and
- The opening of additional family justice or safety centers to better serve the needs of domestic violence victims.

In the same press release document, Governor Haslam announced the focus of the next plan to span 2016 – 2018 and would include the following:

- Changes in the sentencing structure, smarter use of prison beds for serious offenders and more effective alternatives for other offenders;
- Prevention and intervention methods to reduce the number of offenders and repeat offenders;
- Steps to provide greater assistance to victims of crime;
- An emphasis on homeland security to help ensure the safety of our state and citizens; and
- Actions to increase access to reliable data and information to help in future decision-making.

This secondary Public Safety Action Plan includes a total of thirty-four action steps under the above five over-arching goals of this Plan.

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. This revised Plan will continue to inform and influence the ongoing strategic planning of OCJP and this multi-year plan.

Non-Profit Agency Partners: Finally, OCJP and all of the agencies previously described depend upon numerous non-profit agency partners whose agencies deliver prevention, intervention and treatment services to at-risk children, offenders and victims of crime. Although not formally a part of the Tennessee’s State Criminal Justice System, without their support and the work they do, the multitude of criminal justice missions could not be accomplished in Tennessee. This is especially true of the state level organizations that serve as a supportive arm, often providing training and technical assistance, to non-profit and governmental agencies. Examples of these are the Tennessee Chiefs of Police Association, the Tennessee Sheriffs Association, TNCAC, the Tennessee Coalition to End Domestic and Sexual Violence and TN CASA to name a few. Many types of nonprofit (and government agencies) have received funding from the Office of Criminal Justice Programs for many years related to victim services. This funding represents the backbone of victim services throughout the State of Tennessee. Many programs rely heavily on this funding and without it many victims would suffer. An overview of the types of the programs that have historically been funded by the OCJP is as follows:

- **Domestic Violence Victim Advocacy/Shelter:** many of the domestic violence victim agencies in the State of Tennessee started as grass roots organizations which provided a hotline and shelter. It did not take long for the myriad of needs of victims to surface and require programs to provide more comprehensive programming. This includes court advocacy,

supportive services, counseling, support groups, and long-term case management. Most of these programs are the only victim service providers in their area and have to make limited resources stretch a long way.

- **Dual Domestic Violence/Sexual Assault Advocacy:** many of the programs described above have recognized the need for services for victims of sexual assault in their community. As long-standing victim service providers they were in the unique position to begin providing those needed services. Working with the Tennessee Coalition to End Domestic & Sexual Violence and the OCJP they slowly started providing services to victims of sexual assault. These services started with a hotline and basic advocacy and have started to evolve to include more comprehensive services such as court advocacy and hospital accompaniment.
- **Sexual Assault Advocacy & Therapy:** only a few agencies in Tennessee specialize in providing services to victims of sexual violence only. This includes two (2) nonprofit agencies (Nashville and Knoxville) and one government based advocacy program (Shelby County.) These services are multifaceted and have been models for programs which have only begun to provide services in the last several years. These services include a full range of advocacy, including court advocacy, and therapy for all ages.
- **Comprehensive Victim Services:** There are many programs which provide a range of services to either multiple victim types or provide specialized services to a particular type of victim. One program, through the Nashville Metropolitan Government, provides culturally specific services to all Hispanic victims of crime, including those with limited English proficiency. Another program, MADD, provides services statewide to those impacted by drunk driving. Additionally, the OCJP supports several Court Appointed Special Advocates (CASA) programs throughout the state. These programs provide much needed advocacy for children in the juvenile justice system.
- **Child Advocacy Centers:** The child advocacy centers (CACs) of Tennessee are at the forefront of addressing issues of child abuse in our state by providing a child-friendly space for victims to receive comprehensive services as well as providing a space for child protection investigative team (CPIT) members to meet and review cases. CAC models for child abuse intervention are proven and effective in bringing together trained professionals, in providing services to victims, and holding offenders accountable through the court system. There are currently 46 centers that are members of the Tennessee Chapter of Children's Advocacy Centers. Children's advocacy centers are located in both rural and urban communities across the state, providing services to all 95 counties.
- **Legal Services:** There are six Legal Aids and a multitude of other victim services agency which provide court accompaniment and other civil legal representation to victims of crime. The court system and court procedures are unfamiliar to most crime victims; often they may not know their rights

or be too traumatized to fully understand what is transpiring. Civil legal services continue to be one of the top needs for crime victims across Tennessee.

Purpose and Intended Outcomes: OCJP is in business to reduce criminal activity, provide services for victims of crime and promote the enhancement of the criminal justice system in Tennessee. Three procedural “tracks” are going on continuously throughout the year. First, OCJP is exercising management control over the numerous grants already in place. Second, OCJP is collecting and analyzing the data we need for directing the programs of the future. Thirdly, OCJP is constructing the multi-year planning and accountability documents that the funders require. By completing the eight steps in the strategic management process OCJP staff are attending to all three responsibilities simultaneously.

1. Identify Community Needs and Criminal Justice System Problems

OCJP has programs and projects in place *now* to deal with *current* needs and problems. But for OCJP to make long-range improvements, we occasionally have to make changes in our funding priorities. Those changes will always be in response to the challenges surfacing in Tennessee’s communities and its criminal justice agencies. The professionals in the field will usually see these trends first, but OCJP strives to be among the first to know about changes in criminal justice and domestic violence issues, so that the Office can steer its *future* programs in new strategic directions. OCJP looks to the field for its information.

2. Inventory Resources and Analyze Gaps

Given limited resources, OCJP must balance the expectations of criminal justice system stakeholders with what the data say about the communities’ needs (i.e., service demands). By continuously assessing Tennessee’s funding capacity (such as federal and state grant prospects) OCJP maintains the best possible balance between the community’s needs and Tennessee’s resources. When OCJP compares state resources with the needs and demands for quality services, there is usually a gap. That analysis helps OCJP make responsible budget decisions. Keeping an inventory of resources also helps us avoid managing for crises by responding in ways consistent with OCJP’s strategic direction. This step includes an ongoing inventory of resources, analyzing resource gaps, and identifying areas of greatest need.

3. Establish Priority Issues (i.e., Set Strategic Directions)

OCJP places a high value on quality working relationships with Tennessee’s criminal justice system stakeholders. Their satisfaction is a goal for OCJP. Therefore, the Office engages local government and community leaders, grant sub-recipient administrators, state agency partners and other stakeholders whenever OCJP needs help setting new priorities. These partnerships help OCJP envision new directions for existing programs, and encourage “ownership” for solutions that go beyond what state and federal grants can do alone. The experience and wisdom of those partners help OCJP craft its multi-year strategies and program plans for funding sources.

4. Define Program Responses & Project Design Requirements (Logic Models):

Seldom will any planning cycle yield a wholesale change in the Programs funded by OCJP grant awards. In those years when a new issue or challenging new set of circumstances forces a change in the state's array of Programs, OCJP staffers develop an amendment to the state's existing set of Program Abstracts. The program responses are the central component of the state's application for federal funds under the various grant programs. These programs, in turn, define the types of projects that will be funded by OCJP. OCJP offers these specifications in its solicitations of local government and non-profit agencies. Desirable project designs are usually stated in the form of "logic models" that spell out the intended project purposes (i.e., outcome-driven project designs) and the measures of success that will be used by OCJP in year-end project evaluations. These performance measures address the accomplishment of program purposes, which tie back to the "nature and extent of the needs and problems" discovered during the needs assessment stage of OCJP's planning approach.

5. Manage Grants (Implement Programs)

OCJP views program implementation as the assurance that federal and state funds are used in ways that produce high-quality *project* performance. That is, a program's success is the sum total of the performance of the projects that address that program. Program implementation begins with the sub-recipient awards process. OCJP's grant management responsibilities begin there as well.

6. Monitor Grants and Measure Project Outputs

Monitoring is a quality-control enterprise. Each grant manager functions as a quality assurance expert. Grant managers routinely collect and analyze the key performance data required by the sub-recipients' contracts, both because the funders require the data to be reported and because the data are the most reliable way of managing the sub-grant.

7. Evaluate Project Outcomes

OCJP believes that evaluation provides essential information for completing the strategic management cycle. The data on outcomes tell funders whether the programs and projects they designed and funded were effective in addressing the source problems identified during the assessment stage of the planning cycle. In that way, evaluative data not only "look backward" over past project performance, but they "look forward" to drive future innovations at the state level. Routinely collected program outcome data helps OCJP see what is working, what is not working, and what to invest in for the future.

In Tennessee, OCJP evaluates its grant *programs* by evaluating its *projects*. The sum total of *project* performance is the statement of *program* effectiveness. Moreover, routine evaluation at OCJP is a grassroots-oriented approach because more rigorous approaches are too expensive to conduct on every program every year. At OCJP the grant sub-recipients themselves are responsible for collecting and reporting their own performance data. That way, the sub-recipient (which stands to learn the most about how to improve) gets the information first-hand, and outside evaluators will have actionable data on hand when they need them. OCJP's grant sub-recipients explain what their agency will measure (and how) at the time of their grant applications, then OCJP monitors to ensure they follow through on those commitments. Evaluating victims' outcomes and the impacts of law enforcement on community safety is entirely different from monitoring and measuring project outputs (i.e., the "production" data). The focus is on what changes were effected in the community or the victim.

8. Innovate (Program Innovation Cycle)

To keep its programs effective OCJP needs to promote innovations *both* in the operation of existing projects *and* in the ways the criminal justice system defines its primary issue areas and program responses. OCJP can and should circulate the project performance data it collects, in order to drive innovations in project designs and improved service delivery processes. And, of course, the Office must use the evaluative data on what works to "seed" innovative new projects when the funds are available. In their "strategic planning mode," OCJP staff can compare project outcome data with national "state-of-the-art" practices and "best-practice" trends, write a position paper, develop a new logic model and craft alternative program designs. Or, they can facilitate these same tasks with working groups of field professionals. In their grants manager mode, OCJP staff can help sub-recipients capture and analyze performance data, conduct self-assessments, plan for in-house performance improvements and actually make those improvements. In either case, the challenge is in how OCJP uses the data already in hand.

OCJP's Strategic Planning Partners

Tennessee OCJP has developed a sophisticated on-going process for involving state and local officials and just as important, local practitioners, in criminal justice planning. The problems and needs OCJP gathers from these and other sources are translated into priorities for action, which are later linked to one or more of Tennessee's grant program areas. OCJP has regular and frequent communication with the Tennessee associations and professional organizations representing various components of the criminal justice system. These contacts provide an important source of data and feedback for the planning process. Much of the information on problems and needs contained in Chapter 5 comes from OCJP's direct linkages with criminal justice system practitioners.

The Strategy results from ongoing efforts to utilize the expertise of practitioners in all components of the criminal justice system at the local and state levels, because OCJP believes

that the leaders and practitioners of our local, county and state criminal justice agencies know more about the needs, directions, threats, opportunities, and weaknesses of these operations than anyone else.

Accordingly, OCJP considers these organizations and the professionals they represent as its partners in planning. They include:

- Tennessee District Attorneys General Conference
- Tennessee Public Defenders Conference
- Tennessee Sheriffs' Association
- Tennessee Police Chiefs' Association
- Tennessee Narcotics Officers Association
- Tennessee Administrative Office of the Court
- Tennessee District Public Defenders Conference
- Regional Organized Crime Information Center (ROCIC)
- Tennessee Coalition to End Domestic and Sexual Violence
- Tennessee Chapter of Children's Advocacy Centers
- Prevent Child Abuse Tennessee
- Tennessee CASA Association

At the state level our partners include:

- Tennessee Bureau of Investigation
- Tennessee Alcoholic Beverage Commission
- Tennessee Law Enforcement Training Academy
- Department of Safety and Homeland Security
- Department of Health
- Department of Correction
- Department of Children's Services
- Department of Mental Health and Substance Abuse Services
- Tennessee Board of Parole
- Tennessee Department of Commerce

OCJP also serves on or attends regular meetings of numerous advisory groups which enable them to document information valuable for strategic planning purposes. Some examples of these routine meetings are:

- The Governor's Public Safety Subcabinet Group
- The Integrated Criminal Justice Steering Committee
- Tennessee Statistical Analysis Center Board Quarterly Meetings
- The Tennessee Chiefs of Police Association
- The Tennessee Sheriffs Association
- The Youth Court Advisory Committee
- Sex Offender Treatment Board
- Tennessee Association of Drug and Alcohol Services

- The Dangerous Drugs Task Force Meetings
- The Internet Crimes Against Children Task Force
- Domestic Violence State Coordinating Council
- Community Anti-Drug Coalitions of Tennessee
- The Tennessee Gang Investigators Association
- Tennessee Alliance for Drug Endangered Children
- STOP Implementation Plan Strategic Planning Group

All provide input directly to the Office of Criminal Justice Programs.

In following the premise that the practitioners are the backbone of our system OCJP takes both a bottom up as well as a top down approach to planning. We rely on practitioners at the grass roots level to identify the resources needs and gaps to be filled in their program specific areas. However, OCJP also takes advantage of the wisdom of its State's leaders in determining direction of the strategy. OCJP is a member of the "Governor's Public Safety Subcabinet Working Group" tasked with creating Tennessee's Public Safety Action Plan. Much of the Public Safety Action plan is incorporated into OCJP's strategic plan. Both approaches described above are accomplished through the following documented contacts:

- Face to face contact with individual partners
- Attendance at organizational meetings of partners
- Group trainings which include partners
- Special called meetings of partners

OCJP records data from frequent **face-to-face** contact grants managers have with practitioners. Grant managers may also attend local community meeting such as community anti-drug coalition meetings. These contacts serve as a source of data regarding problems, priorities, and programs.

Public gatherings of different types are used to gather information on community needs and concerns as the situation dictates. In addition to voices from the community, local law enforcement personnel, local prosecutors, defense attorneys and public defenders and members of the judiciary also have a voice.

On occasion surveys have been sent to other criminal justice experts to determine the needs and priorities of the broader criminal justice community or to identify specific information about needs for a certain type of victimization or the needs for specific crime problem. In December of 2015, as a result of the changing landscape of technology and the role of social media, OCJP employed a new method to identify the needs of crime victims. Traditionally, offices that serve victims conduct a needs assessment by focusing on the inputs of practitioners. OCJP has broken new ground by going directly to the victim through the use of a survey available via social media and traditional media sources geared to the victim themselves. The survey specifically sought to identify any needs for service expansion and/or outreach to underserved victims as a part of a larger strategic planning process. OCJP received responses from all across the state on a multitude of issues. Victims were able to provide input on unmet needs through pre-populated choices and also had the opportunity to provide unlimited narrative responses.

Lastly, they were given the choice to provide any additional information they felt OCJP should know but was not covered in the survey.

Furthermore, OCJP elicits directly from State departments and agencies involved in the criminal justice system plans that depict their own problems, issues, needs, gaps, and possible program/project responses.

Staff at OCJP frequently attend and the office sometimes co-hosts **training events** that identify problem areas within the system and possible mitigation techniques (programs). These training events may occur in Tennessee but may also be National events as well. It is from these training events that OCJP staff document issues, problems, concerns, gaps in services and community or statewide needs. They also identify the various solutions. Some of the recent training events attended include:

- National Criminal Justice Association Annual Conference
- National Governors Association Public Safety Policy Academy
- National Institute of Justice Public Safety Summit
- End Violence Against Women International (EVAWI) Conference
- California Center of Excellence for Trauma Informed Care
- Family Violence Prevention Services Administrators Conference
- Victims of Crime Administrators (VOCA) Conference and the VOCA Regional Meeting; Roundtable Discussion
- STOP Violence Against Women Administrators Conference
- TN Connecting for Children's Justice Annual Conference
- TN Coalition to End Domestic and Sexual Violence Annual Conference
- TN Domestic Violence Leadership Institute
- TN Sexual Assault Leadership Institute
- 2015 Tennessee Incident Based Reporting System User Group Conference
- Tennessee Narcotics Officers Association
- Tennessee Gang Investigator Association
- Tennessee Drug Task Force Directors Conference

OCJP is tasked with developing certain advisory groups and working directly with them to address topic specific problem areas. The groups below are currently convened and facilitated by OCJP staff. A major part of the law enforcement and prosecution community enjoys organized input through participation in regular quarterly meetings OCJP holds with the **Judicial District Drug and Violent Crime Task Forces**. The Tennessee Bureau of Investigation, the Tennessee District Attorneys General Conference, the State Comptroller of the Treasury office and the Department of Safety and Homeland Security are often represented at these meetings. Quarterly meetings of the **Family Justice Center Advisory Committee** are held and attended by OCJP. OCJP convenes bi-annual meetings with the **Family Violence Advisory Committee**, made up of practitioners and State level leaders. OCJP also convenes, at least annually, the **Sexual Assault Advisory Committee**, made up of state and local professionals working in the area of services for victims of sexual assault.

All of the above groups focus on problems, issues and concerns related to system improvement, such as how these agencies can work together through information sharing, improved communication, and evaluation efforts. These meetings provide a formal source of detailed input on the problems facing the justice system and possible future directions. OCJP grants managers are accountable for recording the data and their observations, and for quarterly meetings to compare notes and draw conclusions about trends among their grant sub-recipients.

Federal Participation in Strategy Development

Federal participation in state and local law enforcement no longer means merely supplying money and the policy attached to it. Federal participants have become significant suppliers of expertise to state and local governments. OCJP considers it both desirable and important for all concerned to have federal participation in the strategy development process through the input of U.S. Attorneys or their Law Enforcement Coordinators. OCJP supervisors and staff coordinate with the **U.S. Attorneys** for the western, middle, and eastern districts of Tennessee, especially as the strategy is being developed. The **National Criminal Justice Association** has also been instrumental in the facilitation of strategic planning at OCJP. The **National Governors Association** assisted the Governor's Subcabinet planning group in identifying priorities and in developing stakeholder groups to guide the Governor's Public Safety Plan.

Chapter 4: Data and Data Analysis

In this chapter, the Office of Criminal Justice Programs (OCJP) provides a synopsis of the pertinent crime data and criminal justice system issues facing Tennessee. Most references are to the most recent information available from the Tennessee Incident-Based Reporting System (TIBRS) and OCJP's own environmental monitoring.

As has been the policy at OCJP, care is taken *not* to allow macro-level data to drive the planning process *exclusively*; instead we “filter” the statewide incidence data through the experiences of our practitioner-partners, who contend with crime and disorder and the aftermath it leaves behind on a daily basis. Our strategy-development process uses that filtering to “feed” the problem identification stages of our planning. Therefore, this analysis includes observations made by local practitioners concerning the problems they face in their communities.

The scope of problems associated with drugs, violent crime, delinquency, and recidivism and our system's need for improvements, has not changed much since OCJP's last multi-year Statewide Strategy update. The state's major issues continue to be domestic violence, drug trafficking, gang activity, sexual assault and other such crimes, court backlogs, victim services and victim's rights protection, recidivism and the need for criminal justice system automation and integration. Progress has been made, however, there is more to be done. However, the changes that have occurred are related to Methamphetamine, heroine and prescription drug abuse and the gang activity that surrounds it; the continued plague of domestic violence and sexual assault that creates havoc on our families and our society; an increased recognition of the magnitude and severity of human trafficking within our borders and our vulnerable juvenile population, whose repeat history of trauma and victimization make them prime targets for exploitation. The magnitude of the prescription drug problem in this State is illustrated by the people it is affecting. It's impact transcends all socioeconomic classes. The methamphetamine epidemic has left the State with challenges to the economy as well as the ecology of the State.

The current data demonstrates some significant decreases in crime in Tennessee, but our crime problems still place the state solidly among states in the highest tier of overall violent crime through 2014. Additionally, a disproportionate amount of violent crime is attributed to domestic violence. Tennessee had increased its focus on domestic violence, through the Governor's Public Safety Plan and its initiatives and the work of OCJP. However, there is more to be done.

The data on violent and drug-related crime suggest the following areas of concern in Tennessee. They correspond with the national strategy's priorities. Community responses to these trends are exasperated by budgets which have failed to rebound after reductions during the economic downturn of several years ago. Trends in recent years include:

- 1) Increased use of prescription pain medication and influx of heroin and methamphetamine both locally produced and trafficked by Mexican cartels.

- 2) Over 50% of all Crimes Against the Person are domestic violence related (**TBI Crime in Tennessee 2014**).
- 3) Tennessee remains in the top ten (10) states for rates at which men murder women. The homicide rate among females murdered by males in Tennessee was 1.65 per 100,000 in 2013 (**When Men Murder Women 2015**).
- 4) Sexual assault and other cases involving forensics testing have overwhelmed our State and Local laboratories.
- 5) Both urban and local law enforcement agencies have seen an upswing in gang related criminal activity.
- 6) Human trafficking, taking the form of sex trafficking of minors, is coming to the attention of law enforcement with 76 of Tennessee's 95 counties reporting incidents of sex trafficking (**TBI The Geography of Trafficking in Tennessee 2013**)

Nature and Extent of Violence and Drug Crime in Tennessee

National Incident-Based Reporting System (NIBRS)

The Tennessee Incident Based Reporting System's data submissions address crime incidents and all the elements associated with them. An incident is defined for TIBRS reporting purposes as one or more offenses committed by the same offender, or group of offenders acting together at the same time and place. Agencies submitting TIBRS information cover 100 percent of the state's population.

The criminal history repository and all associated hot files have been completed, providing a vast improvement in criminal history access, not only in terms of speed but also in terms of productivity. TBI data entry users are far more productive with the use of the new system, which translates to faster arrest information automation and accessibility.

Approximately ninety-six percent (96%) of fingerprint submissions are electronic, and the arrest information submitted from Livescan devices is searched through the TBI's Automated Fingerprint Identification System (AFIS). TBI receives approximately 30,000 criminal fingerprint submissions per month. A response message is sent back to the agency (Hit, No-Hit, Possible Hit-Wait for manual review, or reject). Then the information is submitted electronically to the national fingerprint and criminal history system, the Integrated Automated Fingerprint Identification System (IAFIS). The information is also sent to the Tennessee Criminal History Repository and automatically added to the system. This process is completed in less than 15 minutes including time for data transmission. Reject messages are received in approximately 2 minutes or less and the poor quality fingerprint and/or data error are identified. This allows editing and reprinting of incorrect data while the offender is still in custody.

The Tennessee Incident-Based Reporting System (TIBRS) was certified by the Federal Bureau of Justice Statistics in 1998. Tennessee remains one of only a handful of states reporting 100% of its crime statistics to NIBRS. According to a January

2016 press release by Governor Haslam, the latest data from the Tennessee Bureau of Investigation, the overall crime rate has decreased 14.8 percent since 2010.

Analysis of data reported by Tennessee into the NIBRS system reveals a downward trend in total Group A Offenses, but the specific data related to crime types tells a different story. A five year snapshot in the table below indicates the following trends:

- **Overall Crime Rate:** According to Governor Haslam’s January 2016 Press Release, based on the latest data from Tennessee Bureau of Investigation, the overall crime rate has decreased 14.8 percent since 2010.
- **Murder:** The incidence of murder shows peaks and valleys over the past five years however the most current data shows a 4% increase from the 2010 figures.
- **Forcible Rape:** The data reveal that a steady decline with a forcible rape down 11% since 2010.
- **Robbery:** The number of robberies has steadily declined since 2010 with a 13% decrease over the past five years.
- **Aggravated Assault:** The data shows that over the past five years the incidence of aggravated assault has increased by 6%.
- **Weapons violations:** The number of weapons violations has also seen a steady five year increase since 2010. The total incidence of this crime increased by 30% during this five year period.
- **Drug Violations:** Drug violations show an overall increase of 6% over the five year period.

Figure 3: TIBRS Crime In Tennessee Offense Data 2010-2014

Crime Type	2010	2011	2012	2013	2014
Murder	360	375	390	333	375
Domestic Violence Murder*	92	96	80	86	83
Forcible Rape	2,124	2,029	1,943	1,787	1,885
Robbery	8,406	8,130	8,135	7,363	7,316
Aggravated Assault	28,134	28,654	30,818	28,718	29,791
Domestic Violence Aggravated Assault*	10,576	10,797	11,802	11,168	11,222
Simple Assault	96,752	94,697	92,077	86,202	84,026
Domestic Violence Simple Assault*	59,495	59,079	56,043	53,025	52,025
Stalking	1,548	1,546	1,631	1,570	1,521
Weapons Violations	5,689	5,922	6,333	8,303	8,161
Drug Violations	44,027	44,915	40,727	48,977	46,988
Total Group A Offenses	582,134	576,844	566,601	542,184	534,094

*A subset of the overall offense category.

Domestic Violence and Sexual Assault Victimization Data

While the number of drug and violent crime offenses has decreased since 2010, the amount of crime classified as domestic violence remains a significant percentage of overall crime in the state. Since 2010, the number of murders which were reported to involve domestic violence increased by 10%. In 2014, 38% of the aggravated assaults and more than 51% of the simple assaults were classified as domestic violence. In this same year, there were 375 murders in the state of Tennessee and approximately 23% of these murders were attributed to domestic violence. Tennessee has consistently been in the top ten States for women killed by men.

A 2013 report by the Tennessee Economic Council on Women found that, in 2012, domestic violence, human sex trafficking, and sexual assault cost Tennessee at least \$886,171,950. The majority of this expense was manifest in tax dollars and health care payments, but charity, lost wages, workplace expenses and inefficiency played significant roles as well. Additionally, while the Economic Council cannot provide an exact estimate, it appears that domestic and sexual violence committed against women likely influenced the needs of the children who received a majority of the Department of Children's Services 2012 operational spending, which, itself, totaled approximately \$527.6 million. (Tennessee Economic Council on Women, *The Economic Impact of Violence Against Women in Tennessee*)

Although forcible rapes decreased 11% over this 5 year span, it is common knowledge that sexual crimes are far under reported. This is particularly true for victims aged 18-24. Improvements in criminal forensic technologies, and the training given law enforcement in the collection of evidence for forensic testing have greatly increased the burden on crime laboratories across the state. State, regional and local forensic laboratories have been inundated with evidence for testing and the most involved of all testing is DNA. Failure to submit DNA evidence for testing has been an issue across the country. In addition to labs being overburdened with submission for testing, the state also lacks uniform protocols for the testing of rape kits. While we have the protocols for collection of this evidence, we lack a formalized process for storing and submission for testing. In FY 2015, the General Assembly passed TCA 39-13-520, requiring the Domestic Violence State Coordinating Council to create and distribute a model policy for the handling, maintenance, and testing of sexual assault evidence kits and hold kits by January 1, 2016. All Law Enforcement Agencies will adopt a policy by July 1, 2016. There is more work to be done to expand the number of certified SANE nurses who collect the evidence and recognize the importance of this this certification on a State level professionally and within our medical facilities. Sexual Assault Response Teams (SARTs) provide a coordinated community response to this crime bringing together law enforcement, prosecution, victim services, and forensic nurses all to address the issue locally. Many local communities lack many of these components (limited or no sexual assault victim service provider and no SANE nurses to conduct the exams).

Gang Activity

Gang-related crimes statewide rose by nearly 25 percent in 2011, according to the Tennessee Bureau of Investigation. They have more than doubled since 2005; the first year gang crimes saw a significant spike. The crime that gangs bring with them is the so-called victimless crimes of drugs and prostitution, the high profit, low chance of detection. However, a natural byproduct of this activity is competition which leads to increased violent crime. Between 2010 and 2014 the number of reported aggravated assaults rose by 6%. The number of homicides also increased during this period. (TBI TNCrimeOnline)

While Tennessee has made great strides in the reporting of gang information over the past ten years, historical data is difficult to come by and jurisdictions (agencies) are just now starting to share their gang data both through formal means (TBI gang database) and through informal means such as networking and the creation of gangs task forces.

While larger cities in the state have been dealing with illegal gang activities for years, only recently (since 2005) have gangs been reported more and more in the rural areas of the state. Rural towns and communities are an attractive to gangs both because they are fertile ground for criminal enterprise and because law enforcement in these areas are ill-equipped to handle this new problem.

“In Tennessee, gang incidents across the state rose about 110 percent from 2005 through 2011, according to the TBI. But remove larger cities like Nashville and Memphis - areas often far more associated with gang violence - and the picture is far more troubling. From 2005 to 2011, cities with less than 50,000 residents saw gang crimes rise 232 percent.” (Tennessean)

The FBI's annual National Gang Threat Assessment in 2011 was blunt in its appraisal of gangs' interest in these untapped areas. "Gang members are migrating from urban areas to suburban and rural communities to recruit new members, expand their drug distribution territories, form new alliances and collaborate with rival gangs and criminal organizations for profit and influence," the report said.

Drug manufacturing, Drug Trafficking and Drug Diversion Issues

While overall drug crime has shown both increases and decreases over the last five years the magnitude of the drug problem has increased. The manufacturing of Methamphetamine while decreasing as evidenced by a reduction in meth lab seizures of 41.25% from 2014 when compared with 2013, methamphetamine continues to be an enormous public safety issue for this State (TMPTF 2014 Annual Report). Further, prescription drugs have become as large a problem in that they touch all persons in our society. Given the high cost of prescription drugs on the street, Tennessee has seen an influx of “more affordable” heroine filling the gap. The diversion of prescription drugs from lawful delivery to persons in need to be used in criminal enterprise has presented a new problem in the investigation and prosecution of these diversion cases. Finally, Tennessee appears to be a major pass-through state for drugs to be transported north and

south as well as east and west. The interstate system allows drugs to be transported with relative ease from western states to the east coast and from the southern states to the north.

Drug Manufacturing: Methamphetamine production, distribution, and abuse frequently are associated with violent crime in Tennessee. Street gangs commonly distribute methamphetamine, among other drugs, and also have committed crimes such as assault and black market weapons distribution. Furthermore, Tennessee has seen an influx of Methamphetamine from the Mexican Drug Trafficking Organizations. Chronic methamphetamine abusers often display paranoia, experience hallucinations or mood disturbances, and are prone to violence.

According to the Tennessee Methamphetamine and Pharmaceutical Task Force 2014 Annual report, here are many factors impacting the reduction of local Methamphetamine labs;

- The “I Hate Meth Act” went into effect in 2012. Meth lab seizures have decreased by 45.33% since then. The “I Hate Meth Act” further controlled pseudoephedrine/ephedrine (PSE) sales in Tennessee by requiring all pharmacies in the state that sell PSE over the counter (OTC) to check a real time tracking database before the sale, and then to report the result of the purchase attempt.
- In addition to important legislative action, another factor having substantial impact on the decline of methamphetamine labs was aggressive and focused investigation and prosecution efforts during 2013 and 2014.
- The most significant factor affecting the current decrease is the Mexican Drug Trafficking Organizations (MDTO). There are many factors that play a part in the decrease of meth lab seizures, but MDTOs have increased the availability of their product and decreased the price by as much as 75%. This makes it more expensive to make meth in Tennessee than it is to purchase it in many instances.
- Finally, declining sales of pseudoephedrine/ephedrine (PSE) has also been touted as a reason for the decline on labs. But the declining PSE sales may do a better job of showing how much smurfing, i.e. purchasing of PSE for meth manufacturing, was going on in the state.

Drug Trafficking: The illegal drug market attracts the most ruthless, sophisticated, and aggressive drug traffickers. Law enforcement agencies are tasked with locating and arresting these individuals who bring cocaine, heroin, marijuana, MDMA, and methamphetamine to our neighborhoods and doorsteps. Diverse groups traffic and distribute these drugs across the Southwest Border and distribute them throughout the United States since the 1970s. In addition to distributing cocaine and methamphetamine in the West and Midwest, these Mexico-based groups now are attempting to expand the distribution of those drugs into eastern U.S. markets. Tennessee’s extensive highway and interstate systems make this trafficking easier. Additionally, the Drug Enforcement Administration has identified criminal groups based in Southeast smuggle heroin into the United States. Using New York City as a

major distribution hub, these criminal groups move heroin up and down the eastern seaboard and into the Midwest.

Prescription Drug Abuse and Diversion: According to TBI's 2015 Anti-Heroin Task Force Application, in 2014 Tennessee's historical problem with prescription drugs brought us to number one (1) in the nation for oxymorphone, number 4 for hydrocodone opioids (especially after the tamper resistant oxycontin was introduced), and number 8 for oxycodone. These ranking numbers for prescription opioids are comparing Tennessee with states like Florida, California, and Texas, all of whom have a much larger population and in the case of Florida an older population. There has been a 352% increase in heroin arrests in Tennessee from 2009 to 2014 and, as in other areas of the country, drug overdose/poisoning deaths in Tennessee outnumber homicides, suicides, gunshot wound deaths, or motor vehicle crash deaths. Heroin has become an identified symptom of the most widespread drug problem affecting the citizens of Tennessee, the unlawful distribution and diversion of prescription opioids.

In Tennessee, the unlawful distribution and diversion of prescription opioids has been identified by law enforcement, drug coalitions, and health professionals as the "foremost" drug problem in almost every jurisdiction across the state. Resources of law enforcement agencies are at an all-time low because those resources have not been able to keep up with the demand of fighting so many drug problems on so many different fronts.

- Opioid related overdose deaths have soared with a 220% increase since 1999 with 1,164 overdose deaths in 2014.
- Heroin arrests rose 29% in 2014 when 845 arrests were reported; up from 655 in 2013 and 495 in 2012. This is an increase of 70.90% in two years.
- Instances of babies being born with Neonatal Abstinence Condition (NAS) continues to rise. Fifty hospitals reported 855 cases of NAS in 2013. Forty-nine hospitals reported 973 cases of NAS in 2014.
- Admission into treatment facilities for opioid related addictions also is on the increase. The 6,323 admissions for opioids in 2014 were up 61.3% from 3,912 admissions in 2013.

Victimization Data: When looking at the data from the victim service agencies funded by OCJP in state fiscal year 2015, it provides a snap shot of the types of victimization and the services sought by victims. The State and Federally funded domestic violence shelters served almost twenty-four thousand (24,000) victims for a total of almost ninety-five thousand (95,000) bed nights; the average stay in the shelter was approximately 24 days. The 11 funded Child Advocacy Centers worked with over 1,500 children impacted by their parents' drug use and abuse. The 13 funded SASP programs provided services to over 600 victims and close to 100 of those impacted by this crime.

The VOCA funded programs worked with the following number of victims in each crime category:

- Over 2,000 victims of child physical abuse
- Over 5,000 victims of child sexual abuse
- Over 13,000 victims of domestic violence
- Over 1,500 victims of adult sexual assault
- Over 1,300 victims of robbery

There are many other crime victims that received services as well; 939 victims of assault, 398 victims of elder abuse, 363 victims of homicide, 255 victims of drunk driving, and 197 adults who were sexually assaulted as children.

For the first time in recent history the OCJP conducted multiple statewide surveys to identify crime victim needs. The first survey was distributed to all of the OCJP funded domestic violence shelter programs throughout the state. This survey provided valuable information regarding the needs of domestic violence victims. Additionally, the National Network to End Domestic Violence conducts an annual census, “Domestic Violence Counts”.

http://nnev.org/downloads/Census/DVCounts2014/2014_StateSummaries_FINAL.pdf

According to the latest report, in one day in Tennessee there were 81 unmet requests for services. Of those 81 unmet requests, the most frequently-needed service was housing, followed by legal representation. This information was in alignment with the information secured through the OCJP statewide survey. The OCJP also conducted meetings with local stakeholders. The stakeholders identified transitional housing and legal services as the two primary needs.

The second survey the OCJP administered was to gather information regarding all crime victim types. This survey, in conjunction with the local stakeholder meeting, identified the need to prioritize services for victims of human trafficking, elder abuse, family/friends of homicide victims, and underserved populations such as those victims living in extreme rural areas suffering great poverty and isolation, immigrants, members of the LGBTQ community, those who are disabled, and those suffering from mental illness and/or substance abuse.

Chapter 5: Resource Needs and Gaps

Our analysis of the data presented in Chapter 4 has led Tennessee’s Office of Criminal Justice Programs to persist in its attack on major problems facing Tennessee’s criminal justice system. Even though the index crimes against people in Tennessee have remained relatively stable or even on the decline in recent years, we continue to face challenges based on the significant issue of domestic violence and the impact it has on our families and our communities and the prescription drug and heroin epidemic spurred on by violent drug trafficking organizations (DTOs). Even our successes in dealing with drugs and drug-related crime create challenges by threatening to overwhelm our courts and prisons. Tennessee’s Statewide Strategy “holds the line” on our strategic priorities because five years ago we set in motion a strategy to address these issues at their sources. Community-based approaches and education are reducing demand. Court diversion and correctional treatment are helping the courts to cope. OCJP maintains rigorous multi-jurisdictional enforcement and prosecution efforts to disrupt the drug market. Sustaining community-based victim service provisions to assist those victimized by these crimes so that they can reclaim their lives and move beyond the trauma that is left in the wake of the violence.

Tennessee’s Areas of Greatest Need

For this planning period Tennessee OCJP relied less on the Uniform Crime Reports available from the FBI, and more on the Tennessee Bureau of Investigation’s TIBRS database. OCJP extends the research beyond tracking statewide crime and corrections data, to identify specific communities with higher crime rates and track the variables associated with changes in patterns of criminal behavior; such as population growth, population growth among non-English-speakers, unemployment rates and grant funded program spending. Additionally, staff has been meeting with stakeholders both formally and informally to discuss the areas of greatest need. Although the economy is showing signs of rebounding and strengthening over the last several years, many governmental budgets have failed to rebound and their programs and projects continue to function on austerity budgets. This is true for the non-profit agencies as well; many are still recovering from the last five years and have continued to work with lean revenues while expenses have risen.

Although the national and Tennessee’s own unemployment rate has shown dramatic deductions since 2010, finding gainful employment at a living wage continues to be an issue for the offender population. Much of Tennessee’s funding of the criminal justice system comes from offender-based fines and fees. Although Tennessee has seen offender based revenues rebound over the past five years, the amount of funding does not match the need for programming and is not a viable option for fully funding the spectrum of needs within the criminal justice system.

The data suggests the following eight areas of need:

- System weaknesses tied to domestic violence and sexual assault
- Gang intelligence and a coordinated approach to apprehension and prosecution of drug offenses and violent crimes

- Data-driven, location-based strategies to crime reduction
- Meeting basic infrastructure issues such as law enforcement equipment, domestic violence shelter enhancements and criminal justice and victim service practitioners' training
- Community-based crime prevention & education activities
- Case backlog and programs designed to minimize time and maximize effectiveness of court
- Improve criminal justice information sharing and integrated systems
- Expansion of victim services, especially to areas without services or with limited services

System weaknesses tied to domestic violence: In Tennessee, the community is more aware of violence against women, and the number of victim service agencies has grown. Greater attention to enforcement creates greater demand on the courts. Still, inadequate law enforcement responses, prosecution, and court-imposed consequences on domestic violence offenders continue to pose problems for victims of domestic violence in Tennessee. Domestic violence training is still not provided often enough for police, judges and prosecutors; OCJP will continue to work to fulfill this training need across Tennessee. While special police DV and prosecution units are being developed, their numbers remain small statewide. Most judicial districts in Tennessee provide only one victim witness coordinator. These victim witness coordinators (VWC) serve victims of all violent crime, not just domestic and sexual assault victims. In rural areas, this means that the one advocate may have to serve more than one site, and be physically present only on certain days of the week. Studies have shown that VWC assist the effectiveness of prosecution by enhancing the participation of victims and witnesses in the legal process. General court advocacy in the legal system is stretched thin. This continuously is identified as an ongoing need of the system.

Cases are often lost when law enforcement and prosecutors attempt to use the victim's testimony as the only evidence when the case comes to court. This traditional method often fails to secure a conviction and the victim is right back where they started. Victims of domestic violence have few options to extricate themselves from dangerous relationships. This is especially true in rural areas of the state due to fewer resources and increased impediments to accessing those resources. Law enforcement and prosecution must explore alternatives to gathering additional evidence to be used should the victim decide not to prosecute. Additionally, more services need to be made available to victims of domestic violence in the areas they live and work. Civil legal services to assist with divorces and child custody issues and transitional and affordable housing continue to some of the biggest needs identified by these victims.

The trend continues but efforts are being made to reverse the cycle by offering victims a clearer path and more options to escape their batterer. Enhanced penalties for second and third offense domestic violence have been passed through legislation in hopes to reduce recidivism among these offenders. As a result of the work of the Governor's Task Force on Sentencing and Recidivism, additional legislation has been introduced allowing victims to seek emergency orders of protection twenty four hours per day, seven days per

week by a judicial officer. An in-person hearing would be required 14-30 days following the issuance of the order. Furthermore, in instances where an officer makes an arrest and have probable cause that deadly force was used, the Task Force recommended the law enforcement officer should have the authority to seek a protective order, with an in-person hearing required within 48-72 hours from its issuance (Action Step 22, Governor's Public Safety Plan 2016).

One of the Governor's original action steps which support the recommendations made in 2006 and 2013 by the Tennessee Economic Council on Women was to increase the number of Family Justice Centers (FJCs) in the state. (Tennessee Economic Council on Women, *The Economic Impact of Violence Against Women in Tennessee*) To date, Knoxville, Memphis, Nashville, Cookeville, Chattanooga and Jackson have fully operating (FJCs). With grant funding through OCJP, Johnson City began planning for Family Justice Centers in FY 2015. The FJC model, as a multidisciplinary team approach to a coordinated community response addressing domestic violence will continue to be priority. Not only did all these sites receive additional training and assistance bringing the FJC model to their communities, but they also receive training on how to conduct safety assessments and implement identified changes within their communities.

In the 2014-2016 STOP Implementation plan, Tennessee identified the need to promote statewide efforts to address domestic violence homicides. National data suggests that those that are murdered by an intimate partner often did not engage in services from a victim service provider. Efforts are underway to address this in Tennessee. Tennessee passed enabling legislation in 2000 for the creation of Domestic Violence Fatality Review Teams (TCA 36-3-624). The law gave each county in the State the authority to develop these teams for the purpose of: assisting local agencies in identifying and reviewing domestic violence/abuse deaths, developing guidelines and protocols for DV death cases, and facilitating communication among various agencies involved in domestic abuse cases. The law also gave substantial confidentiality protection for the review process. The DV fatality review process will give victims and survivors a voice within the criminal justice system and give stakeholders a more in-depth understanding of the gaps related to domestic violence deaths. Additionally, the final DV Fatality Review Report would detail the specific factors surrounding the death of the DV victim. The report would also recognize the gaps in services surrounding the victim's death. Finally, the report would provide closure for survivors and serve as means to predict risk factors of future domestic violence deaths; thus enabling victim service providers to more effectively respond to domestic violence victims. This is an under-utilized resource in Tennessee and provides an opportunity for expansion of the two functioning teams in Nashville and Memphis to expand to other local communities.

System Weaknesses in Sexual Assault Responses: Successful prosecution of these cases requires evidence collection protocols. Although the Tennessee Model Law Enforcement Policy on Sexually Oriented Crimes was completed in December of 2015 and all law enforcement agencies must adopt their own policies and procedures by July 1, 2016; this is just the beginning of more effective collection, storing and submittal of sexual assault evidence kits. Training will be needed on the proper investigation and report writing as

well as collaboration with victim advocates, healthcare professionals and victim service agencies in general. There are not enough certified SANE nurses to conduct the forensic examinations and the healthcare profession has yet to embrace this certification. Very few communities have developed their own coordinated community response to sexually oriented crimes. Finally, with only three rape crisis centers in Tennessee, and 12 dual domestic violence and sexual assault victim service agencies, there are many areas across the state that lack services for adult victims. Finally, as in other states, Tennessee has recognized the need for increased education, prevention, victim response and victim services to address these crimes on our college campuses.

System Weaknesses in Gang Intelligence: One weakness identified early on was the gap in intelligence related to known gang members. These gang members cross jurisdictional and geographical boundaries and the technology to track these members was missing. As a result, a partnership was developed between the Tennessee Department of Correction and the Tennessee Bureau of Investigation to enhance the tracking of known gang members across the state via the creation of a Tennessee gang database that local law enforcement agencies can access. In FY 2015 additional enhancements to the system were made with JAG funds. OCJP will continue to work with our state partners on increasing the capacity of this system. OCJP will work with local agencies in creating task forces which will utilize the TBI database and feed information into the same. More also needs to be done to work closely with multiple jurisdictions in a given area to allow them to share very specific pieces of intelligence among each other. This will be done by empowering these local agencies to convene task force meetings and collaborate in joint enforcement events. Other capacity issues include training of prison and jail staff as well as staff from community corrections on identification of gang members and use of the system.

Coordinated approach to apprehension and prosecution of drug offenses & violent crimes: The possession, sale, and cultivation of illegal drugs have impacted communities in all areas of the state. The drug problem has exacerbated violent crime activity. Individual law enforcement agencies in Tennessee do not have the personnel or funding to combat the problem alone. As drug distribution activities spread over larger regions, ignoring the artificial boundaries of individual jurisdictions, law enforcement (and prosecutors) are forced to explore the need for task forces that can meld the talents of individual offices into an effective whole. There is also a need for specialized skills and expertise in rural settings where criminal enterprise takes place without regard to the size or experience of the office. Undercover work is more difficult, if not impossible, in smaller communities, where police officers are well known to the locals. For these and other reasons, the multi-jurisdictional drug and violent crime task forces fill the gaps between the traditional law enforcement organization and the need for responding to these new demands.

Tennessee continues to require the prosecutor-led multi-jurisdictional task forces. There is still a gap in the capacity of prosecutors in this non-traditional role. Ensuring successful prosecution of these cases in state and federal courts discourages expansion of this type of criminal enterprise.

Enforcement of drug and violent crime in this quickly changing world of criminal activity requires law enforcement and prosecutors to take full advantage of the technology and

training available to them. Rapidly changing conditions, turnover of staff and the continuous need to update training curricula and materials illustrate other gaps to be filled.

Data-driven, location-based strategies to crime reduction: While crime rates across the state are declining there are pockets of high crime areas within many of the urban and suburban areas of the state. These high crime neighborhoods generate an inordinate amount of crime. In addition, the traditional methods of dealing with this crime are not working. There are many reasons for this. Those with adequate crime mapping often take the wrong approach to solving the problem. Evidence-based practices are increasing across the State but often are under-utilized or improperly employed even within the larger agencies. Finally, approaches that are developed by a single agency within a vacuum are more times than not unsuccessful. This is the traditional criminal justice approach to problem solving. Strategies that employ the following proven techniques are unknown to all but a select few in Tennessee and the need for education is crucial. Strategies for crime reduction:

- Crime mapping techniques to identify location specific high crime areas
- Multiple data sources to develop intervention strategies (data-driven approaches)
- Solicit community stakeholder responses to develop intervention strategies
- Solicit multiple practitioner input to develop intervention strategies
- Employ evidence-based or evidence informed strategies
- Develop target performance measures
- Employ the use of a researcher/evaluator

For several years now the Office of Criminal Justice Programs has been working with criminal justice agencies throughout the State to promote evidence-based programs/strategies. However, the expansion of those programs has been slower than expected. Many agencies still use anecdotal information to drive their projects, believing that their knowledge of the system and their sixth sense is a better determiner of the direction the effort should take. Data necessary to support strategies is often times difficult to collect so agencies opt for the data easiest to collect, not the most pertinent to support programs. OCJP continues to work with agencies through training and technical assistance as well as through funding of pilot programs that support the effort to promote evidence-based programming in prevention, enforcement, courts and corrections.

System Weaknesses tied to Court Services: As with other States Tennessee's court system is burdened by overflowing dockets of repeat offenders. Furthermore, many courts and prosecution teams do not have real time data regarding the defendant criminal histories. This makes it more difficult to pursue the right level of accountability for these defendants. These cases take time away from judges, prosecutors and defense attorneys forcing the system to make decisions based on system caseload rather than individual justice. Systems become bogged down because repeat offenders continue to cycle into the system without the root causes for their criminality being met. Many of these defendants could be diverted from the system permanently if they were appropriately assessed on the front end and afforded the appropriate treatment plan.

Another impediment to more efficient court processes is the transporting of pretrial defendants to and from the jail. Time is spent waiting for these defendants to come to court. Two ways to deal with this issue are to offer a pretrial release alternative to bail and to allow for video arraignment of defendants being held in custody of the jail or prison.

Another issue facing Tennessee is timely case disposition information. Approximately 53% of Tennessee records have final dispositions/case outcomes linked to arrests. An ongoing project exists to automate the disposition process. The TBI has worked individually with the four largest counties within the State to obtain dispositions electronically and with the Administrative Office of the Courts to receive electronic dispositions from the remaining counties. Currently, 31 of the 95 counties are participating. As a result of this process, a tremendous improvement in the timely completeness of the record has been noted. Until all counties can participate in the automated process, they continue to submit the R-84 disposition form to the TBI through the mail. Following receipt, the R-84 disposition form gets manually entered into the system.

Improve criminal justice information sharing and integrated systems: Like many states Tennessee has struggled with consolidated, coordinated statewide programs to collect, manage and disseminate information relating to crime, criminals and criminal activity. Previously a lack of accurate, reliable criminal history information that can be shared expeditiously among a variety of stakeholders in the criminal justice community has been a significant obstacle to the effective apprehension and prosecution of offenders. Advancements in this area, primarily over the past five years, has put much of this information in the hands of law enforcement however the prosecution and the courts continue to lag behind. The primary needs in this area are the coordination and continued enhancement of our statewide criminal history records system. We need to implement the improvement plan and to maintain the momentum we have already begun. Another of Tennessee's greatest needs is in the area of automation for the court record system. New equipment and increases in personnel are essential for dealing with overcrowded courts in an efficient and effective manner.

OCJP has assisted the Administrative Office of the Courts (AOC) in implementation of an Automated Case Judgment System. The long-range goal of the system is to create a paperless system that shares information between the Courts, Tennessee Department of Correction, Tennessee Bureau of Investigation, prosecutors, law enforcement and the TBI's Criminal History File. Integrated Criminal Justice Portal users are able to login once and access the databases; TBI's (Tennessee Wanted Persons, Tennessee Order of Protection, Sex Offender Registry, AES – Arrest Event System), TN Department of Correction (TOMIS - Tennessee Offender Management System), TN Department of Safety (Driving History Records), and TN Department of Revenue (Title and Registration).

The Integrated Criminal Justice Program implemented single sign-on capabilities with Tennessee's Dangerous Drugs Task Force using state funding. This access provides law enforcement only, the ability to login to the Integrated Criminal Justice Portal and be able

to connect to DI3, Tennessee's Dangerous Drugs Task Force database. Expansion of this single sign-on capabilities is needed to further its benefits.

Meeting basic infrastructure issues such as law enforcement equipment, domestic violence shelter enhancements and criminal justice and victim service practitioners' training: Although the economy has rebounded and strengthened over the last several years, many governmental budgets have failed to rebound and their programs and projects continue to function on austerity budgets. This is true for the non-profit agencies (such as domestic violence shelters) as well, many are still recovering from the last five years and have continued to work with lean revenues while expenses have risen. The budget reductions as a result of the economic downturn of 2008 resulted in overall staffing decreases, an inability to frequently update equipment and a reduction in training, especially training which included travel. For smaller law enforcement agencies and those in more rural areas, it is difficult for their small budgets to keep up with the technological advancements of the field and as a result they struggle with replacing essential equipment; and advancing their current technology is prohibitive. These agencies are forced to continue to use equipment that is outdated and that in some cases fails to be operable with newer systems purchased by other agencies. Therefore funding must be targeted and decisions based on crime rate, equipment operability and the availability of other local, state or federal funding. Similar to the situation of smaller law enforcement agencies, non-profits, especially those in less populous areas of the state and those with higher than average unemployment rates, have struggled to keep pace with technology advancements that would enhance their ability to do their work more effectively and efficiently. These agencies provide the wrap around support to the criminal justice system and fill a much needed service gap for both victims of crime and offenders seeking to rehabilitate.

Law enforcement, courts and corrections agencies as well as ancillary non-profit groups have needs for training in a variety of criminal justice topics. Additionally, issues not previously given much attention (domestic violence, sexual assault and elder abuse) and new issues (prescription drug abuse/ diversion, heroin, the increase of gang related criminal activity, and human trafficking) have created new needs relative to training. Unfortunately training is what makes the criminal justice practitioners more professional and use tax payer dollars wisely. The training offered makes practitioners in prevention, law enforcement, courts, corrections, and victim services more efficient and effective. Efforts to continue and expand training for criminal justice personnel are being made at OCJP.

Community-based crime prevention & education activities: Traditionally, Tennessee has been unable to invest much in prevention programs and many federal funding streams are not supportive of prevention efforts. A lack of public awareness as to the dangers of methamphetamine and prescription drugs continues to be an issue in this State. It is difficult to combat the use of prescription pain medication, heroin and methamphetamine. The addictive nature of the drugs, the ease in obtaining prescriptions, and the low cost of heroin and Mexican methamphetamine and the simplicity of producing methamphetamine are all factors that contribute to the widespread drug problem in Tennessee. In 2012, prescription opioids surpassed alcohol as the primary substance of

abuse in the state. Traditional methods of enforcement and treatment alone have had little effect on mitigating this problem. Therefore a combination of public awareness, enforcement and treatment methodologies is necessary. Efforts to educate the public as well as medical practitioners have taken on increased meaning. Educating treatment providers (facilitated by the Tennessee Department of Mental Health and Substance Abuse Services) and law enforcement officers/agents continues to be a part of the education strategy as well. Furthermore, the Tennessee Department of Health has been working to better educate prescribers and medical practitioners on addiction and the use of the prescription monitoring program. School-based programs can also offer children a safe and supportive environment that encourages them to reject illegal substances and to learn healthy relationship dynamics.

In the area of sexual abuse and human trafficking, Tennessee's identification of these cases is sporadic at best. While our laws and policies receive national attention for being model policies, continued training is needed to insure proper identification and prosecution of these cases. Therefore increased efforts are needed to inform the public of how to identify child sexual abuse; to define sexual assault, especially for the high school and college population; and identify human trafficking and the steps to be taken in reporting it. Recent projects include implementing the Stewards of Children training for the public to better understand child sex abuse and human trafficking. This training provides the general public information on how to identify possible victims and resources to assist them. The Tennessee Bureau of Information has implemented training for law enforcement and allied professionals on human trafficking that has been recognized nationally. Steps have been taken to increase awareness of and reporting of sexual assault with young people but more work is needed in this area.

Additional training is needed, especially in regards to the trauma informed care needed for working with victims. The OCJP has worked with the Tennessee Coalition to End Domestic & Sexual Violence to ensure programs are provided the opportunity to learn about the most current methods of providing effective victim services. Acknowledging the layers of trauma many victims have experienced is integral to not only addressing the current victimization, but to provide services that will have a lasting positive impact on the life of the victim.

There is significant research indicating that the brains of children who are exposed to chronic trauma and stress are wired differently than children whose experiences have been more secure. When trauma or neglect happens early in life and is left untreated, the injuries sustained can impact all developmental stages (Kessler, Sonnega, Bromet, Hughes, & Nelson, 1995). These Adverse Childhood Experiences (ACEs) are much more common than recognized, and surveys of the general population suggest that at least half of all adults in the United States have experienced at least one major traumatic stressor. In addition, ACEs have been found to have a powerful correlation to health outcomes later in life. As the number of ACEs increases, so does the risk of an array of social and health problems. Tennessee is one of the leaders in recognizing the importance of this study and exploring options for minimizing ACEs in our children. Ongoing strategic planning from OCJP will attempt to incorporate what has been learned from the ACE study into as many programs as possible.

A continuum of treatment for those incarcerated or under community supervision: Increased law enforcement efforts, better adjudication processes and an increase in drug and violent crime sentences are causing Tennessee's felon population to continue to rise. While crime rates have remained somewhat stagnant the number of felons incarcerated in State facilities and local facilities paid with State dollars has continued to rise. These inmates are eventually returning to the community so the need is even greater to prepare these individuals for release 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 to address the inmate and probationer/parolee needs must be evidence-based or evidence-informed. Programs such as substance abuse treatment, victim-offender reconciliation, vocational rehabilitation, cognitive behavioral therapy and community reentry programs will fill this need.

Missing Collaboration and Program Sustainability: Traditionally, criminal justice agencies, whether they be a large law enforcement agency or a small district attorney's office work in silos to address a problem. The many non-profit agencies that provide services within the criminal justice system work in yet another silo. They identify the issue(s) and feel it is their responsibility to solve the issue or that it is someone else's problem to solve. By doing this they greatly limit their ability to even address the problem let alone resolve it. With resources limited, agencies may simply decide to avoid problem solving at all or continue to use the old methods with a slightly different approach. Additionally, by failing to partner with others who may be able to share resources they are also failing to receive input of new ideas or alternative strategies not previously thought of. There may already be resources in place to address the issues at hand and it would only take diverting some of those resources to the problem in order to mitigate its effects. These resources can come from agencies outside the criminal justice system as well as from within.

Strategies that are only internal tend to have difficulty being sustained once funding is gone. Typically they are implemented with one-time internal fund sources or with time-limited grant funding which goes away over time.

OCJP has been working with agencies as well as cities and counties to provide training, technical assistance and funding to bring partners together to develop multi-pronged, sustainable strategies to combat crime. This will continue to be a focus for this office.

Chapter 6 Tennessee's Priorities and Select Responses

OCJP makes every effort to be a role model and leader in the area of providing a coordinated community response to the issues at hand, whether that's within a local jurisdiction or the State as a whole. This can be seen in OCJP's collaborative efforts with other state agencies, such as through the work of the Governor's Public Safety Plan, to leverage various state and federal fund sources to address the common issues that touch multiple state agencies and departments impacting violent crime in Tennessee. It is evidence in the solicitations OCJP releases which prioritize local collaboration to more effectively address the most pressing problem in the area and provide an increased likelihood the project will be sustained. Furthermore it can be seen in the manner in which OCJP leverages the multitude of state and federal funding through its office, to produce the most effective and beneficial projects, public safety responses and victim services possible given the limited dollars and the restrictions on funding use of those limited dollars.

OCJP's vision of a coordinated response transcends types of agencies and projects, and the limits on the use of funding. OCJP makes every effort to set its priorities and responses while considering the issues from every vantage point. It is not only the public safety needs and the enforcement of the laws, but consideration is given to prevention and how to avoid this issue before it becomes an issue; how to best serve the innocent victims whose lives have been altered in the most effective and compassionate manner and finally, through accountability and programming, how to decrease the risk of the same outcome to other future victims.

Given the limited resources Tennessee has to provide services, OCJP must balance the communities' needs with grant programs of a very limited nature. By continuously assessing Tennessee's funding capacity (such as federal and state grant prospects) OCJP maintains the best possible balance between the community's needs and Tennessee's resources. When OCJP compares state resources with the needs and demands for quality services, there is usually a gap. That analysis helps OCJP make responsible budget decisions and guides decisions regarding priorities and responses. Keeping an inventory of resources also helps us avoid managing for crises by responding in ways consistent with OCJP's strategic direction.

Tennessee's strategic planning is a continuous ongoing process and as such, it allows for emerging issues to become prioritized as needed, while still continuing to address the ongoing needs outlined in this formal plan. Based on the system weaknesses identified in Chapter 5, below are some of the selected priorities that Tennessee will look to implement over the next five years.

Response to Violence in the Home: OCJP takes a multi-pronged approach to assist in the alleviation of this issue and will continue to do so as a part of the five year strategic plan. In addition to the multitude of services offered to victims of crime through the various Victim Services fund sources, OCJP utilizes Justice Assistance Grant (JAG) funds to augment these traditional victim service funds.

Additionally, as a result of the Governors Public Safety initiative OCJP is leading the expansion of Family Justice Centers across the state. The Family Justice Center model has been identified as a best practice in the field of domestic violence intervention and prevention services by

numerous local, state and national organizations including the United States Department of Justice. The documented and published outcomes (See Casey Gwinn, Gael Strack, Hope for Hurting Families: Creating Family Justice Centers Across America, Volcano Press 2006; “The Family Justice Center Collaborative Model,” 27 St. Louis University Public Law Review, 79, 2007, pp. 79-120) in the Family Justice Center model 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;
- Increased efficiency in collaborative services to victims among service providers;
- Increased prosecution of offenders; and
- Dramatically increased community support services to victims and their children.

Using a model of collaboration to provide “wraparound” services from one location, the Family Justice Center concept seeks to marshal all available resources in a community into a coordinated, centralized service delivery system with accountability to victims and survivors for the effectiveness of the model.

The OCJP will continue to support the growth of Family Justice Centers through the funding of additional local communities in the start-up of a Family Justice Center as well as through the continued funding of a technical assistance provider to assist local communities in starting Family Justice Centers.

The Governor’s 2016 Public Safety Action Plan identifies additional action steps to be taken to reduce the level of violence in the home. Tennessee seeks to increase awareness of the crime of domestic violence and increase awareness of the services available to those who are impacted by this crime, this is the focus of Action Step 19. Furthermore, Tennessee will be working with the Maryland Network to train law enforcement officers to assess the risk for lethality on site when responding to a domestic violence call and assist the victim in speaking with an advocate at a local domestic violence agency. Many of the first communities to begin implementing the Lethality Assessment are those with family justice centers. OCJP will continue to align its strategic plan with this document and identify additional opportunities to assist communities in implementing measures to increase victim safety.

Historically, STOP law enforcement funding has been used to fund domestic violence (and sexual assault) investigators and this will continue. However those that have been currently funded have been made aware that at the end of their three year funding cycle, OCJP will seek to expand these services in other jurisdictions with the STOP funding to allow for greater impact across jurisdictions and to allow other communities to implement a specialized domestic violence and sexual assault unit. OCJP was also able to expand the number of STOP Domestic Violence (and Sexual Assault) prosecutors funded in the past year by one. This new prosecutor is assigned to working with the soon to open Family Justice Center in Johnson City and will further the collaboration within that system.

The OCJP has been actively addressing issues for a number of years and the current planning period and will leverage state and federal funding to support programs geared toward prevention and enforcement of existing policies and laws, while at the same time supporting programs that increase victim safety and batterer accountability. There will be an increased focus on lethality assessment, fatality review and innovative programming to hold offenders accountable, (such as global positioning systems, batterer intervention programming, and evidence-based prosecution), in future projects.

Responses to Sexual Violence: One of the identified needs in the OCJP STOP Implementation plan was enhanced services for victims of sexual assault. As this continues to be an area of system weakness, OCJP has been working on a number of strategies to address victim needs and the issue of sexual assault as a whole. Tennessee only has three rape crisis centers but has recently expanded from 10 to 12 dual domestic violence and sexual assault programs. Continued efforts to expand sexual assault services in unserved and underserved areas will continue to be a priority.

OCJP has taken steps to address campus sexual violence through the STOP open solicitation last year which lead to the funding of three campus grants and a technical assistance provider to assist these agencies with developing policies and practices and better responding to the victim through appropriate advocacy and intervention. This is a project which will look to be expanded if possible in future years.

Ongoing training and technical assistance is another means of addressing the systemic weaknesses related to sexual assault. A leadership institute was held last year and will be continued on an annual basis focused on this issue for victim service providers. One area of need was in program development to provide ongoing mentoring for trauma informed services and community outreach for dual agencies. With dual programming, it is imperative that the sexual assault responses of the program are not overshadowed by the domestic violence components. OCJP views this as an ongoing area of training and technical assistance for Tennessee.

STOP funding allows for SANE nurse training and SART team implementation and continuation. OCJP will be working with State level and community based partners on how best to address the need for increase SANE training, enhancement of the SANE certification process and the furtherance of SART coordination and collaboration in increased jurisdictions across Tennessee.

Child Advocacy Centers, and their training and technical assistance efforts are supported by OCJP state and federal funds. As a result of the needs identified in strategic planning, and in alignment with the ACEs study mentioned in Chapter five, OCJP will look to sustain and expand therapeutic services through the Child Advocacy Centers across Tennessee.

Legislation has been passed, and the Governor's Public Safety Action Plan has action steps addressing human trafficking. Human trafficking training and research is also supported by this office. Furthermore, the State is looking to develop and validate an assessment tool for juveniles to better identify victims of human trafficking and then increase programming options for them in response to this victimization. This will be an ongoing priority of OCJP.

Multi-jurisdictional Response to Gangs and Drugs: As part of the approach to mitigate the effects of an influx of gangs in Tennessee and to gangs coming up from Atlanta and down from Detroit, OCJP has started and will continue to fund projects which are multi-jurisdictional in nature and which employ data-driven and/or evidence-based approaches. Multi-jurisdictional Gang Task Forces and other data driven approaches have been supported by OCJP. These efforts have aided in the gathering of intelligence on gangs and their individual members across the State and have assisted in solving multiple serious violent crimes and obtain convictions on some high level gang members.

Additionally, OCJP initiates discussions with gang investigators to learn what is working and determine where gaps still exist. Discussions such as these often assist OCJP in determining possible initiatives needed in various jurisdictions to combat the problem and to identify ongoing training needs to give officers the best tools possible to address these crimes.

Multi-Jurisdictional Drug and Violent Crime Task Forces: OCJP will continue to monitor legislation and priorities as it evaluates its commitment to maintaining funding to Tennessee's Multi-Jurisdictional Drug Task Forces and Gang Task Forces. Quality Multi-Jurisdictional Task Forces bolster enforcement efforts at methamphetamine, heroine and prescription drugs and support collaboration by bringing together local resources to attack the problem. Tennessee has seen increased attention paid to Drug Task Forces (DTFs) in the last three legislative session and 2016 looks to continue this trend. The Tennessee District Attorney Generals Conference (TNDAGC) continued its work to train DTFs on best practices and to provide technical assistance. The TNDAGC has worked closely with OCJP since FY2013 to assist DTFs with their projects.

Both OCJP and the TNDAGC have coordinated regional and statewide meetings with DTF Directors and their staff. Both agencies have ensured that topics relating to the Tennessee Comptroller's Audit Reports have been covered at these meetings. These meetings and trainings assist in strategic planning for the DTFs.

A needed resource to combat drug crime is the Authorized Central Storage Container (ACS) program. In July of 2011, OCJP joined TBI and the Methamphetamine Task Force to create the ACS program that reduced the clean-up cost per lab by 80%. The Tennessee program has received national attention. OCJP has funded this needed project since its inception.

OCJP will continue to monitor the 2016 legislative session and will work with the TNDAGC, Tennessee Department of Safety and Homeland Security and Tennessee Bureau of Investigation to determine the state's needs in combatting drug and violent crime issues throughout Tennessee. Funding determinations will be made once all of the data is gathered from these partners.

Data-Driven, Location-Based Strategies to Crime Reduction: Tennessee has been a leader in implementing evidence-based interventions to reduce crime in local communities. A major goal was to demonstrate how strategic program planning could use actionable crime data and inter-agency collaboration to overcome barriers that were inhibiting crime reduction, by building local approaches that would survive after the funding ended.

OCJP's innovation was creating a specialized solicitation that required selected localities to come up with a data-driven strategy to impact the local drivers of their high crime rates. Strategies were to be collaborative, addressing three to four approaches: neighborhood revitalization, prevention, enforcement and offender intervention. Cities were also required to have an evaluation partner to help evaluate crime trends, and assist with data collection. The targeted grants required many hours of training and TA prior to grant awards.

Beginning in the 2010 strategic planning cycle, OCJP initiated the Targeted Community Crime Reduction Project (TCCRP), focusing targeted resources on five mid-size Tennessee cities (Clarksville, Cleveland, Columbia, Jackson, and Murfreesboro) with high rates of violent and drug-related crime. By FY 2013, 6 cities were operating TCCRPs including Johnson City, which also expanded the project from focusing on three approaches, to focusing on four approaches, adding neighborhood revitalization. Over the next five years, OCJP will look for other opportunities to apply this approach in neighborhoods in other moderate to large communities.

Equipment Infrastructure Needs: OCJP will continue to develop the state level resources needed to support community based initiatives and decrease crime. OCJP will distribute JAG funds to state agencies to address equipment needs through projects with the Tennessee Law Enforcement agencies, such as Tennessee Bureau of Investigation, the Tennessee Department of Safety and others. Over the next five years, funds will be distributed to address emergent needs that the state has identified to continue to improve the criminal justice system's efforts to reduce the incidence of drug violations and violent crime within the State's boundaries, and whenever possible, OCJP will work with other state leaders to insure the needs identified in the Governor's Public Safety Plan are addressed.

The needs of smaller local jurisdictions will be considered and strategically planned for. There is increased interest in how technology merges with daily operations and some local agencies are looking into technology to scan driver's licenses to identify outstanding warrants or sex offenders; the option of E-citations, E-warrants and E-orders of protection. There are a multitude of issues related to body-worn-cameras and OCJP will continue to participate in the dialogue and explore this as a potential strategic planning issue.

Additionally, OCJP has and will continue to support projects that improve the data collection capacity of law enforcement projects and will work with the Tennessee Bureau of Investigation to address gaps that exist in the sharing of data amongst law enforcement agencies.

Non-profits have a similar issue of lacking the resources to gain the technology that would assist them in data collection and project oversight. This limits the efficiency and the effectiveness of the program. Having good data can help a program with internal evaluation and guide strategic planning moving forward. Many of the local non-profits have lacked the capital for these kinds of investments that can lead to improved services for program recipients.

Criminal Justice and Victim Service Continuin Education: The OCJP will continue to support projects that educate professionals, such as law enforcement and social workers, as well as projects that educate the community at large, such as churches and local civic groups. This office has and will continue to fund training to all levels of practitioners within the criminal

justice system, including the victim service providers. The following projects have been or may continue to be funded:

- Human Trafficking
- Child Abuse
- Domestic Violence and Sexual Assault
- Advanced Criminal Investigation (at the National Forensic Academy in Oak Ridge)
- Law Enforcement Management Institute
- Gangs Investigations
- Narcotics Investigations
- Community Crime Prevention
- Critical Incidence Teams (LE dealing with the mentally ill offender)
- Peer-led Traumatic Incident Stress Management Education
- Trauma Informed Care
- Coordinated Community Response Teams

Court and Pre-trial Services: The Office of Criminal Justice Services provides funding for a variety of court services in the State Prosecutors Offices:

- Victim Advocates (VOCA funding)
- Special Prosecutors (STOP and JAG funding)
- Training (JAG funding)
- Records Management Support (JAG)

OCJP has also funded equipment and training needs for both the Public Defenders as well as Judges through the Public Defenders Conference and the Administrative Office of the Courts respectively.

Criminal Justice Information Sharing and Integrated Systems: OCJP has assisted the Administrative Office of the Courts (AOC) in implementation of an Automated Case Judgment System. The long-range goal of the system is to create a paperless system that shares information between the courts, Tennessee Department of Correction, Tennessee Bureau of Investigation, prosecutors, law enforcement and the FBI's Criminal History File. This project is currently working on a single sign on process through a federated identity system which will enable an officer to login only once with one password but access multiple systems to quickly and easily get the information they need for their current inquiries and investigations.

It is the intention of OCJP to continue to assist the courts in the administration of justice by providing funding opportunities in the area pre-trial services to local jurisdictions as well as assist in statewide infrastructure issues. Funding may be available for local jurisdictions to implement projects which will improve efficiency and effectiveness. Projects may include:

- Video conferencing for arraignment and other hearings
- Defendant needs assessment and referral program
- No bond pre-trial release alternatives
- Other pre-trial services

- Evidence-based prosecution

Evidence-Based Reentry Programs: Tennessee continues to see an increase in the felon population in the state. To fill the need for pilot programs which employ evidence-based treatment and re-entry programming OCJP is continuing funding of these programs. The Governor's Public Safety Action Plan addresses the need for evidence-based re-entry programming. OCJP, in collaboration with the Tennessee Department of Correction and the Tennessee Sheriffs Association, is identifying re-entry programming that is needed across Tennessee. Evidence-based or evidence-informed programs will be considered, however, sustainability of these programs should be guaranteed. Programs such as substance abuse treatment, victim-offender reconciliation, batterer intervention, vocational rehabilitation, cognitive behavioral therapy and community reentry programs will fill this need.

OCJP will work with the Tennessee Department of Correction to determine if Day Reporting Centers (DRCs) are a viable option for Tennessee in FY 2017. DRCs are an intermediate sanction being used to help manage offenders in other state's overburdened criminal justice systems. DRCs have the potential to fulfill three separate and distinct purposes: 1) enhanced supervision and decreased liberty of the offender; 2) treatment of the offenders' problems; 3) reduced crowding in state and local facilities.

Response to Crime Victims in Tennessee: The OCJP will continue to address all types of crime victimization through a multitude of victim service providers throughout the state. This will be done with continued funding to agencies currently supported by the OCJP, as well as, new funding for new agencies or new communities that have not historically received funding from the OCJP. As required by many of the federal fund sources and as a result of crime data, the crimes of domestic violence, sexual assault, and child abuse have been prioritized. While these crime types continue to be prioritized, special attention has been paid to the crimes of human trafficking, elder abuse, and homicide during the most recent strategic planning process. While the crimes of aggravated robbery/burglary/assault, gang violence, arson, and financial crimes are not reported as often as the crimes previously mentioned, the OCJP recognizes the need to fund services for these victims in the context of comprehensive victim services programs. There is often an intersection of many of these crimes and the OCJP is interested in programs that address these intersections and use a trauma informed care approach to providing wrap around services. The OCJP is especially interested in how victim services and criminal justice agencies within a community collaborate to maximize resources and funding. This will be a priority with upcoming competitive solicitations. The OCJP will continue to collect data and prioritize crime types to ensure all victims have the ability to access services as needed.

OCJP recognizes that not all victims of crime access services in the same manner. Many of the federal funding streams are requiring state to seek out community based organizations that serve culturally specific populations such as racially or ethnic minorities or underserved populations such as the LGBTQ, deaf and hard of hearing; disabled and elderly. OCJP has taken steps toward prioritizing funding to reach these culturally specific organizations and those victim groups that are unserved, under served and inadequately served. OCJP will continue to work with subrecipients through training and technical assistance to better reach these populations as well.

Summary

While the Tennessee Office of Criminal Justice Programs is not implementing significant changes to the 2016 Update of the Statewide Strategy for Drug and Violent Crime Control and Criminal Justice System Improvement plan submitted last fiscal year, OCJP is excited about the opportunities this plan provides to impact crime in Tennessee over the next five years. OCJP will continue to seek information and input from our local and state level peers to enhance our understanding of the current needs and issues Tennessee faces over the course of this multi-year plan and each year, specific strategies will be developed to address the most pressing issues.

The ongoing partnership between the Tennessee District Attorneys General Conference, the District Attorneys, the Drug Task Forces and OCJP continue to be a source of ongoing safety planning for the state as a means of addressing the drug and violent crime our citizens face. Gang issues continue to trouble this state and as such, OCJP will continue to explore opportunities to do more to intercede in this issue. It is clear that more is needed to address the growing gang issues across the state. OCJP will continue to work with key stakeholders to determine logical next steps to address gangs in Tennessee.

OCJP also looks forward to the continued process of opening the Family Justice Centers that are a part of the Governor's Public Safety Action Plan. These initiatives bring a coordinated community response to the issue of domestic violence. As Tennessee continues to see a high incidence of this crime across the state, OCJP is hopeful that the data from these projects will start to demonstrate an impact on the domestic violence crime rate. With the implementation of the lethality assessment beginning in these same communities, we are hopeful there will be a synergistic impact on the domestic violence rates.

The Governor's Public Safety Plan provides an opportunity for a variety of State Agencies and Departments to come together to impact the criminogenic issues Tennessee faces in a collaborative and synergistic manner. OCJP will continue to monitor the needs addressed in this Safety Plan and identify opportunities to support its goals and targets as they align with OCJP's Statewide Strategy for Drug and Violent Crime Control, Criminal Justice System Improvement and Response to Victimization.

Appendix A: Strategic Process for Program Planning & Management

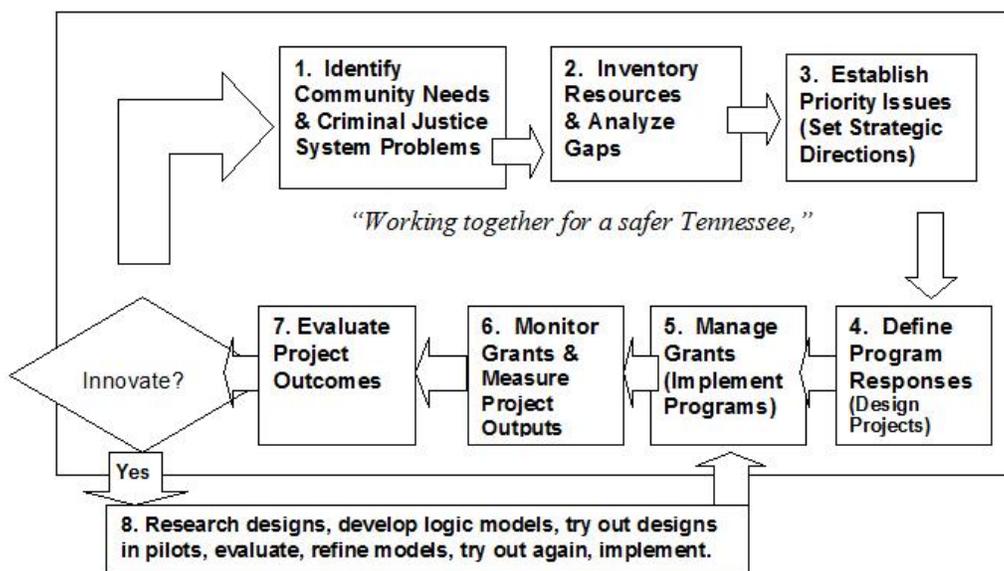
The Tennessee Office of Criminal Justice Programs (OCJP) manages a systematic, year-round cycle for determining the communities' needs, identifying the justice system's problems, setting program priorities, making grant allocation decisions, managing those funded projects, and evaluating the results 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 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.

Strategic management takes place within the mission of OCJP:

"The Office of Criminal Justice Programs is committed to a safer Tennessee for all of its citizens. OCJP 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."

OCJP's vision, *"Working together for a safer Tennessee,"* provides the day-to-day backdrop for grants management activities. A graphic depiction of OCJP's eight-stage strategic program planning and grants management process appears in Figure 2 below. It is a systematic, fact-based, stakeholder-driven approach to priority-setting which is facilitated by the staff of the Office of Criminal Justice Programs.

Figure 2. OCJP's Strategic Program Planning and Grants Management Process



Purpose and Intended Outcomes: OCJP is in business to reduce criminal activity, provide services for victims of crime and promote the enhancement of the criminal justice system in Tennessee. Three procedural “tracks” are going on continuously throughout the year. First, OCJP is exercising management control over the numerous grants already in place. Second, OCJP is collecting and analyzing the data we need for directing the programs of the future. Thirdly, OCJP is constructing the multi-year planning and accountability documents that the funders require. By completing the eight steps in the strategic management process OCJP staff are attending to all three responsibilities simultaneously.

1. Identify Community Needs and Criminal Justice System Problems

OCJP has programs and projects in place *now* to deal with *current* needs and problems. But for OCJP to make long-range improvements, we occasionally have to make changes in our funding priorities. Those changes will always be in response to the challenges surfacing in Tennessee’s communities and its criminal justice agencies. The professionals in the field will usually see these trends first, but OCJP strives to be among the first to know about changes in criminal justice and domestic violence issues, so that the Office can steer its *future* programs in new strategic directions. OCJP looks to the field for its information.

OCJP monitors the following sources of community and criminal justice system trends to be able to identify the “nature and extent of the problem in Tennessee”:

- Uniform Crime Reporting (UCR) Data on Violent Crime;
- Tennessee Incident Based Reporting System (TIBRS);
- Drug Production, Sales and Use Data;
- Corrections Populations (TDOC);
- Domestic Violence and Rape, Sexual Assault and Stalking Data (various sources);
- Information on Other Criminal Justice System Problems and Issues:
- Geographic coverage of enforcement, prosecution and victim services;
- Under-served populations;
- Mentally ill in jails and other special populations in corrections;
- Other issues (victims’ rights, gangs, child pornography, racketeering, immigration, parental abduction, money laundering, human trafficking, etc.).

OCJP grant managers concentrate on their own program areas, using state and local participation to gather and document information on the “nature and extent of the problem” in Tennessee’s communities and its criminal justice system. They continuously:

- Monitor the data sources (i.e., UCR, TIBRS, Internet, professional literature, federal grants management sources, university offerings, National Drug Control Policy, etc.) routinely, documenting findings in a record for periodic discussion at OCJP;
- Maintain routine contact with other state agencies (e.g., state Departments of Safety and Homeland Security, Corrections, Children’s Services, Mental Health

and Substance Abuse Services, TN Bureau of Investigation, Board of Parole, Alcoholic Beverage Commission) and the U. S. Attorneys and Law Enforcement Coordinators.

- Attend and sponsor conferences, retreats and work groups for grant sub-recipients and leaders in the field, keeping records of developments and topics of interest to OCJP;
- Attend routine public gatherings of the professionals OCJP considers *stakeholders* in the criminal justice system (such as the TN District Attorneys General Conference, the Sheriffs' Association, the TN Chiefs of Police Association, the TN Narcotics Officers Association, the Administrative Office of the Court, the District Public Defenders Conference and the TN Coalition to End Domestic and Sexual Violence.
- Maintain regular phone and in-person contact with grant sub-recipients, and maintain a log of information obtained about system issues and community needs;
- Conduct surveys, focus groups and other forms of first-hand data collection;
- Meet regularly with advisory committees of system participants, such as the Governor's Public Safety Cabinet, Domestic Violence State Coordinating Council, The Integrated Criminal Justice Steering Committee, STOP Violence Against Women Program Planning Group, Criminal Justice Improvement Advisory Board, etc.

2. Inventory Resources and Analyze Gaps

Given limited resources, OCJP must balance the expectations of criminal justice system stakeholders with what the data say about the communities' needs (i.e., service demands). By continuously assessing Tennessee's funding capacity (such as federal and state grant prospects) OCJP maintains the best possible balance between the community's needs and Tennessee's resources. When OCJP compares state resources with the needs and demands for quality services, there is usually a gap. That analysis helps OCJP make responsible budget decisions. Keeping an inventory of resources also helps us avoid managing for crises by responding in ways consistent with OCJP's strategic direction. OCJP grants managers monitor the condition of the following federal and state grant sources for Tennessee:

- *Edward Byrne Memorial Grant Program:* OCJP administers the Edward Byrne State and Local Law Enforcement Assistance Formula Grant. OCJP awards Byrne grants to state and local governments to make communities safe, improve the criminal justice system, and reduce crime, violence and drug abuse. Special issues addressed by this program include improvement of criminal justice records in Tennessee, domestic violence prevention and intervention, prevention of school violence, drug offender prosecution and treatment, information system technology, community based program support, court and drug task force support and correctional systems improvement. This program currently funds more than 130 local and state projects.

- *National Criminal History Improvement Program (NCHIP)*: OCJP coordinates the state level interagency taskforce which leads the effort to improve the collection and reporting of criminal histories throughout Tennessee’s criminal justice system. The Office administers grant funds and coordinates activities statewide to improve this system.
- *STOP Violence Against Women Program*: OCJP coordinates, plans and serves as the administrative agency for Tennessee’s STOP Violence Against Women Grant. In FY 2015 the Office administered 36 grants to law enforcement, court, prosecution, and victim services agencies.
- *Residential Substance Abuse Treatment (RSAT)*: OCJP administers the RSAT Grant for state prisoners. The program provides for substance abuse treatment programs in state correctional facilities.
- *Victims of Crime Act (VOCA)*: Tennessee’s VOCA program is designed to provide high quality services that directly improve the health and well being of victims of crime. Priority is given to victims of child abuse, domestic violence, sexual assault and services for previously underserved victims. For fiscal year 2015, 81 grants were funded throughout Tennessee.
- *Sexual Assault Services*: This federal program offers funding to OCJP to redistribute to agencies who serve the victims of sexual assault. A variety of programs serve these specific victims with these funds.
- *Family Violence Shelters*: This state program provides grants for shelter and related services to victims of family violence and their dependents. Funded shelter services are provided 24 hours a day, 7 days a week. They include shelter, crisis hotline, counseling, advocacy, transportation, referral, follow-up and community education. This program currently funds more than 30 shelter grant programs.

2.1. Inventory of Resources: OCJP grants management personnel develop and maintain an informal “database” of information that describes the “state of the art” in Tennessee law enforcement, prosecution, courts, public defense, offender treatment, jails and prisons, and victim services. These data are obtained by monitoring the trends and attending the gatherings of the state’s criminal justice system components. OCJP merges this in-house pool of knowledge and experience with OCJP’s own Access database of grant funds by program year. That database specifies a great deal of detail about the grant contracts (e.g., organization, geographic location, contacts, amounts) of all grant sub-recipients. Grant managers also track the federal and state funding sources for information on Congressional and state Legislative trends in decision-making, such as anticipated funding cuts or enhancements. Finally, grants managers are also building the storehouse of knowledge when they maintain good records on the performance (and performance issues) of their existing grant sub-recipients – Tennessee’s core resources for criminal justice and victim services.

2.2. Resources Gaps Analysis: OCJP grants managers slip into a planner role on those occasions when new funding sources or additional funding becomes available, when old grants change or are reduced, or when a significant community need or

criminal justice system problem surfaces. On those occasions grants manager/planners are called on to analyze the data from all these sources, and to draw preliminary conclusions about the strengths and weaknesses of the current spending patterns. In those places where the funding falls short, where there are demonstrable gaps in the geographic distribution of the funds, or where there is a verifiable population that is under-served or un-served, OCJP has discovered a *gap* in its support of the system.

2.3. Areas of Greatest Need: The most critical of these resources gaps must be filled if funding will allow. These are the areas of greatest need. OCJP grant manager/planners may develop an issue paper or a data analysis memo drawing conclusions about the “areas of greatest need” to use in engaging their stakeholder partners in conversations about the issues and alternative approaches for solutions. The alternatives may in some cases evolve into new program designs or models for funding.

3. Establish Priority Issues (i.e., Set Strategic Directions)

OCJP places a high value on quality working relationships with Tennessee’s criminal justice system stakeholders. Their satisfaction is a goal for OCJP. Therefore, the Office engages local government and community leaders, grant sub-recipient administrators, state agency partners and other stakeholders whenever OCJP needs help setting new priorities. These partnerships help OCJP envision new directions for existing programs, and encourage “ownership” for solutions that go beyond what state and federal grants can do alone. The experience and wisdom of those partners help OCJP craft its multi-year strategies and program plans for funding sources.

3.1. Participatory Priority-Setting Process: Before OCJP articulates changes in the primary Programs to be funded, it convenes advisory groups of stakeholders. OCJP uses one type group for criminal justice priorities and one for victim services priorities. OCJP facilitates these topical or profession-specific work groups to obtain advice for OCJP planners on the following:

- The problems, issues and trends OCJP has identified in community needs and the state’s criminal justice system;
- The condition of state and federal grant revenues available for allocation to Tennessee agencies and local governments;
- The staff’s suggestions for program priorities and program descriptions; and
- Their recommendations on the final design of that year’s grant solicitations.

3.2. Timing of the Priority-Setting Process: Issue-analysis meetings happen as the need arises, but only if there is reason to believe a change is needed in the *programs* OCJP will fund. When community issues or justice system problems demand a change in programs, OCJP’s Director convenes the Executive Criminal Justice Advisory Committee to review the recommendations of the issue-analysis work groups, to help OCJP establish priority issues for funding. These Priorities will

drive any changes to the core programs OCJP will fund, by clarifying any changes in the federal Program Abstracts. Generally this happens every four years unless no new challenges have been noted in the Tennessee criminal justice system.

4. Define Program Responses & Project Design Requirements (Logic Models):

Seldom will any planning cycle yield a wholesale change in the Programs funded by OCJP grant awards. In those years when a new issue or challenging new set of circumstances forces a change in the state's array of Programs, OCJP staffers develop an amendment to the state's existing set of Program Abstracts. The program responses are the central component of the state's application for federal funds under the various grant programs. These programs, in turn, define the types of projects that will be funded by OCJP. OCJP offers these specifications in its solicitations of local government and non-profit agencies. Desirable project designs are usually stated in the form of "logic models" that spell out the intended project purposes (i.e., outcome-driven project designs) and the measures of success that will be used by OCJP in year-end project evaluations. These performance measures address the accomplishment of program purposes, which tie back to the "nature and extent of the needs and problems" discovered during the needs assessment stage of OCJP's planning approach.

4.1. Development of Program Abstracts: The Abstracts are the formal descriptions noting the problems to be addressed, the target populations, the activities to be performed, and the measures of success envisioned for an area of funding.

4.2. Federal grant application process: OCJP staff members all have assigned responsibilities for completing the state's applications for federal Byrne JAG, RSAT, NCHIP, Coverdell, STOP, Family Violence, Sexual Assault Services Program and VOCA grants. Each grant application has its own rigorous requirements, deadlines and formats.

4.3. Development of Strategy Documents and Annual Updates: OCJP prepares a Statewide Multi-year Strategy for Drug Control, Violence Prevention and Criminal Justice System Improvement. The Strategy is updated annually to report changes in the state's Strategy, if any is planned. In Tennessee, this development process is not a paper-compliance exercise designed simply to comply with federal funding. It is an attempt to bring together the local criminal justice community in a shared vision for the improvement of system in Tennessee – independent of the federal revenue stream. Parts of this plan are specific to the needs of various fund sources, (JAG, STOP, etc.) however the plan is developed cohesively with consideration towards decreasing crime and assisting victims; of addressing the needs of both the criminal justice system as a whole and its unfortunate victims.

5. Manage Grants (Implement Programs)

OCJP views program implementation as the assurance that federal and state funds are used in ways that produce high-quality *project* performance. That is, a program's success is the sum total of the performance of the projects that address that program. Program implementation begins with the sub-recipient awards process. OCJP's grant management responsibilities begin there as well.

5.1. State sub-grant awards process: The process for soliciting applications from local governments and state agencies begins before the announcement of the state's grant award. Some significant work is completed before OCJP receives notice of the federal grant amount, but once the Office knows about funding availability the announcement of the sub-recipient application due dates is released. OCJP leadership develops "boilerplate" contract shells. Over the next few months:

- A work group of experienced and qualified sub-recipient administrators usually helps OCJP staff develop the state's solicitation. When a new program or a new type of project is envisioned, the work group helps OCJP develop a project design ("logic model") to spell out the purpose, goals, inputs, activities, outputs and desirable outcomes of a successful project proposal. For major new project solicitations or for highly provocative ones, OCJP may even convene a series of peer reviews for the new project designs. The advisory groups that advise on the project specifications are often asked to help review and rank the applications received at OCJP later.
- OCJP staff members develop the solicitations for their own program areas, customizing standard formats and modeling after previous successful solicitations. In addition, staff develops weighted rating criteria for guiding the application review process, and train their advisory groups in the criteria.
- When time permits, OCJP staff travel around the state in teams on "road trips" to disseminate the solicitations, which are structured "requests for applications." These sessions are usually delivered in public gathering places in half-day training and Q & A sessions when possible.
- OCJP staff process the applications, arrange meetings of advisors to discuss the applications, and facilitate the groups' reviews of the sub-recipients' applications.
- OCJP staff maintain detailed records of the selection decisions, "populate" the database, notify the sub-recipients of the state's decisions, and address questions.
- OCJP staff distribute contracts, establish and maintain the sub-recipient's project file, trouble-shoot the contract's signing and distribution, and ensure that the initial project reports are filed by the sub-recipient as required.

5.2. Policy Management: OCJP grants managers monitor their assigned grants' administration sources, such as the Federal Register and the federal grant administrators' web sites, and stay abreast of developments in the field. They review sub-recipient manuals, trouble-shoot consistency with contracts policy

changes, and keep the manuals current by revising them as needed. Grant managers also arrange for training and sub-recipient staff development as needed to keep the sub-recipient's performance at its best.

5.3. Federal Collaboration: Grants managers collaborate with the federal grant managers in Washington D.C. and in the regional offices. Many federal managers conduct regular phone calls, conference calls, email communications, and the occasional site visit to Tennessee. The OCJP grant manager is responsible for coordinating these methods and for ensuring quality communications with the federal manager of the grant.

5.4. Grant Coordination: Grants managers coordinate all OCJP-administered, federally-funded programs in Tennessee. OCJP enhances the effectiveness of several federal programs in Tennessee by integrating their use: the Violence against Women Act (VAWA or STOP grant), Byrne JAG Program, National Criminal History Improvement Plan (NCHIP), Paul Coverdell Grant Program, Sexual Assault Services Program (SASP), Victims of Crime Act (VOCA), and the Residential Substance Abuse Treatment (RSAT) Grant. OCJP also coordinates with the agencies responsible for administering the Children's Justice Act and the Juvenile Justice Accountability Act grants in Tennessee.

5.5. Compliance Management: Grants managers coordinate with the OCJP fiscal staff, making regular contacts to discuss the program/fiscal monitoring status of all grant sub-recipients. Fiscal monitors review the financial aspects of the agency and grant contract. Program Managers also are responsible for monitoring their own grants; to ensure compliance with state and federal regulations and to ensure the project is implemented properly and achieving expected project outcomes.

6. Monitor Grants and Measure Project Outputs

Monitoring is a quality-control enterprise. Each grant manager functions as a quality assurance expert. Grant managers routinely collect and analyze the key performance data required by the sub-recipients' contracts – both because the funders require the data to be reported and because the data are the most reliable way of managing the sub-grant.

6.1. Monitoring Grant Performance: Each grant manager is responsible for collecting and analyzing project performance data contained in the grants' required output reporting. The task involves notifying sub-recipients about the upcoming reporting deadlines, answering questions about the required reports, and processing the reports as they arrive at the Office. Once the data are in hand, the grant manager examines the patterns, looking for clues about the nature of the productivity, comparing the units of service delivered or the number of arrests made against the overall project budget. Managers are encouraged to do "benchmarking" and "baselining" to determine how the project's performance compares to others like it (and against its own past performance). Performance data can offer the grant

manager huge opportunities for clarifying grant expectations, provide technical assistance, and coax the best performance possible from the project's budget.

6.2. Performance Reporting: Grant managers each prepare and submit semi-annual and annual reports to the funding agencies. Adhering to the grant's requirements, managers aggregate the data into summaries that match the formats prescribed by the federal programs. They submit the data in automated and hard copy form, and track the submission to be sure it meets federal requirements. Requirements are different for criminal justice and victim services projects.

7. Evaluate Project Outcomes

OCJP believes that evaluation provides essential information for completing the strategic management cycle. The data on outcomes tell funders whether the programs and projects they designed and funded were effective in addressing the source problems identified during the assessment stage of the planning cycle. In that way, evaluative data not only "look backward" over past project performance, but they "look forward" to drive future innovations at the state level. Routinely collected program outcome data helps OCJP see what is working, what is not working, and what to invest in for the future.

In Tennessee, OCJP evaluates its grant *programs* by evaluating its *projects*. The sum total of *project* performance is the statement of *program* effectiveness. Moreover, routine evaluation at OCJP is a grassroots-oriented approach because more rigorous approaches are too expensive to conduct on every program every year. At OCJP the grant sub-recipients themselves are responsible for collecting and reporting their own performance data. That way, the sub-recipient (which stands to learn the most about how to improve) gets the information first-hand, and outside evaluators will have actionable data on hand when they need them. OCJP's grant sub-recipients explain what their agency will measure (and how) at the time of their grant applications, then OCJP monitors to ensure they follow through on those commitments. Evaluating victims' outcomes and the impacts of law enforcement on community safety is entirely different from monitoring and measuring project outputs (i.e., the "production" data). The focus is on what changes were effected in the community or the victim.

7.1. Sub-recipient Training and Technical Assistance: To get the outcome data, OCJP grants managers take responsibility for preparing their sub-recipients in the basic information they need for obtaining clarity on their project's purpose. Then they coach sub-recipients about the measures and data collection they will need to use. They do informal training on "logic models," then integrate evaluation with their routine technical assistance and grant support functions.

7.2. Outcome Reporting: Grant managers prepare annual reports on outcomes to the funding agencies that require them. Adhering to the grant's requirements, managers aggregate the data into summaries that match the formats prescribed by the federal programs. They submit the data in automated and hard copy form, and track the

submission to be sure it meets federal requirements. Outcome reporting requirements are different for law enforcement and victim services projects.

8. *Innovate (Program Innovation Cycle)*

To keep its programs effective OCJP needs to promote innovations *both* in the operation of existing projects *and* in the ways the criminal justice system defines its primary issue areas and program responses. OCJP can and should circulate the project performance data it collects, in order to drive innovations in project designs and improved service delivery processes. And, of course, the Office must use the evaluative data on what works to “seed” innovative new projects when the funds are available. In their “strategic planning mode,” OCJP staff can compare project outcome data with national “state-of-the-art” practices and “best-practice” trends, write a position paper, develop a new logic model and craft alternative program designs. Or, they can facilitate these same tasks with working groups of field professionals. In their grants manager mode, OCJP staff can help sub-recipients capture and analyze performance data, conduct self-assessments, plan for in-house performance improvements and actually make those improvements. In either case, the challenge is in how OCJP uses the data already in hand.

Figure 4, Strategic Program Planning and Management at TN OCJP

Stage of Process	Cycle	TN OCJP Program (Grant) Management Activities
Clarify OCJP Mission, Vision & Grant Purpose	Jan-Dec	<ul style="list-style-type: none"> • Remain abreast of OCJP logic model, mission, vision, values. • Review Federal guidelines & trends in the field for changes in grant program purposes, priorities and target populations.
Identify Nature & Extent of Problems and Needs	Aug-Dec Oct	<ul style="list-style-type: none"> • Plot and review data sources (e.g., Census, TIBRS, CTAS, key conferences, focus groups & survey results: justice system & SR assessments of community needs performance & evaluation data). • Summarize current and anticipated problems for monitoring.
Analyze Resources: Identify Gaps and Opportunities	Nov-Dec	<ul style="list-style-type: none"> • Analyze expected state/federal funds for increases/decreases in amounts. • Analyze sub-grant spending and distribution of current grants to identify total obligations and state “coverage” with grants. • Identify grants that are ending or being curtailed (see program monitoring & evaluation), and fund amounts released. • Identify resources that can be reallocated: innovation/expansion. • Determine service gaps, unmet or under-met needs & geo-map.
Set Strategic Direction	Dec-Jan Mar	<ul style="list-style-type: none"> • Determine priority of funding for next grant cycle: <ul style="list-style-type: none"> ○ Define program purposes in abstracts & identify priority areas and projects for funding; ○ Engage advisory committees and steering groups; ○ Develop & submit grant applications • Formulate action plans for contending with budget cuts. • Inform communities & providers of funding availability. • Train sub-recipients on contractual and performance requirements.
Manage Grant Evaluations & Award Process	Apr-May	<ul style="list-style-type: none"> • Manage the proposal review process (selection panels, grant proposal evaluations). • Make awards of sub-grants. • Send notices of award and negotiate contracts.
Identify and Design Innovative Projects	July-June	<ul style="list-style-type: none"> • Formulate action plans for “seeding” innovative projects. • Identify innovative projects for funding or replication. • Facilitate logic model designs of new model projects. • Develop core outcome measures for new programs/projects.
Monitor and Measure Programs	Jul-June	<ul style="list-style-type: none"> • Review monitors reports, audit reports and project evaluations. • Require improvement or corrective action plans, as required.
Evaluate Projects and Programs and Report to Funders	Jul-June	<ul style="list-style-type: none"> • Review annual reports of actual outputs and outcomes against each sub-grant’s intended (funded) success measures. • Develop annual OCJP program performance report. • Review current array of grants/programs/projects against grant purposes, priorities and targeted populations. • Develop & submit Annual Reports to feds.

Appendix B: OCJP Evaluation Strategy

Evaluation is a systematic assessment of the results or outcomes of a program's efforts. It is a critical component of any effective strategic program management scheme. At the Tennessee Office of Criminal Justice Programs, evaluation sheds light on six targets of management focus. That is, we use evaluation "to measure actual outcomes against the intended outcomes of the program; to discover achievement and results; to discover deviation from planned achievements; to judge the worth of the program; to identify unintended consequences; and to recommend expansion, contraction, elimination, or modification of the program."ⁱ

Building Program Effectiveness through Evaluation: Assumptions

Most experts would agree with Steven Aos, the principal researcher at Washington State's Institute for Public Policy. Aos recognizes that few criminal justice programs evaluate at the most sophisticated and reliable levels. Few can afford to! Nor is it easy to find a state criminal justice planning agency equipped to conduct the so-called "five-point evaluation designs" favored by University of Maryland researchers, i.e., random treatment and control groups using rigorous statistical methods to examine a range of intervening variables besides participation in the intervention itself.ⁱⁱ We consider Tennessee typical in that sense. We simply cannot evaluate *every* project for impacts *every* year.

However, Tennessee's strategy does recognize the importance of pursuing rigorous evaluation designs. We do that by judiciously combining in-house process analyses with ongoing monitoring of sub-recipient output and outcomes data and periodic evaluation studies using outside experts. Our rationale is that even the most rigorous evaluation designs are based on good process analyses and readily available outcomes data. By gathering those data on an ongoing basis we generate the baseline requirements for future studies at a much lower cost than that required by contracting for those services. The staff at Tennessee's Office of Criminal Justice Programs is beginning to excel at producing these important tools, which can serve as inputs for sophisticated research designs. Meanwhile, we can use the process evaluation data to improve the performance of our funded projects and our own grants management processes.

The Tennessee evaluation strategy for grant funded programs takes a three-part approach:

- A. ***Clear Project Designs (Program Logic)***: We insist on well defined project "logic models" in all grant applications. Applications are reviewed for explicit analyses of the needs that form the basis for a project, specific statements of project purposes and goals, and indicators of intended results. To receive a grant award projects must be able to demonstrate what they intend to accomplish and describe how they will produce and measure results.
- B. ***Performance Analysis and Process Evaluation with Performance Data (including outcomes)***: Funded projects must produce actionable data for determining whether they have implemented what was funded, and with what results. OCJP provides a great deal of technical assistance and support to ensure that funded sub-recipients are able to produce data that measure critical project

outputs and outcomes. Grant managers at OCJP monitor the program performance data carefully and intervene as necessary. We manage a performance improvement process, not just a compliance monitoring process.

- C. ***Impact Evaluations of Funded Programs:*** Tennessee contracts with proven external researchers for comprehensive evaluations of its most significant programs as a complement to outcome measurement and process evaluation. Additionally, subrecipients of grant funds are encouraged to use outside evaluators on larger projects.

Tennessee's Evaluation Design

Tennessee's comprehensive evaluation strategy was designed to address BJA's criteria for effectively managed programs.ⁱⁱⁱ OCJP has built this strategy into its grants management processes. The components essential for a complete evaluation system are in place and working. We of course are still phasing in the approach to impact evaluation throughout the system – a longer-term cycle. The three components of our design follow:

- A. ***Clear Project Designs (Program Logic):*** In 2000 few Tennessee grants spelled out clear project designs and performance measurement procedures. Since 2000 sub-grant recipients have been trained and applicants have been required to supply logical descriptions of their projects' goals and objectives. Our grant review teams analyze and rate their logic models.

Tennessee's evaluation design is simple: Evaluation should be built in from the beginning of each management cycle, whether at the state program or local project level. As new initiatives are undertaken in Tennessee OCJP will ensure that new and existing sub-recipients are (a) capable of identifying their measures of important performance outputs and intended results, and (b) capturing and reporting those data to OCJP. We began the cycle in 1998 by assisting victim services sub-recipients to develop logical evaluation designs for their projects. By 2001 we had trained nearly 150 victim services sub-recipients and supported over a dozen JAG correctional treatment sub-recipients as they developed baseline project designs and performance management techniques. We are continuing to use these experiences as a model process for other sub-recipients. Most recently, OCJP conducted Logic Model training regionally for all VOCA, STOP, SASP and FVPSA subrecipients. We intend to repeat this approach periodically for other types of funding.

OCJP has been advising potential applicants that we require applications, in program areas where performance outputs are measurable, (e.g., offender rehab and treatment, victim advocacy, and some forms of apprehension) to be stated in clear descriptions of the proposed project's purpose and intended results. We insist that these applications for OCJP-administered funds describe in "logic model" terms their project's purposes, goals or intended outcomes, funded activities, and measures of success. We continue to communicate our expectation that *funded and trained* sub-recipients must be gathering performance data, so that

we have data in hand for every year of the grant. Each new grant cycle we expect projects will have logical, clear project designs, with specific baseline measures and at times milestones for the project design phase through the full implementation phase. A good logic model is more than a strong application; it is the basis of ongoing programmatic evaluation which can be conducted by the agency on a regular basis. In training agencies about logic models, it was stressed that the logic model should be used regularly to assess the effectiveness of the program. Staff can review activities to see if they are achieving the outputs that were intended, are they on target, do adjustments need to be made to remain compliant with the project as it submitted? Furthermore, do their outcomes reflect the kind of changes they were seeking to create? The logic model and the program activities, outputs and outcomes should be review by direct service staff, supervisors and agency leaders as well as board members or community commissioners. It is more than just accountability for the funding but also accountability to the community and the citizens the project is attempting to serve.

In future award cycles OCJP will be positioned to award the grants to the most feasible applications that meet OCJP program priorities, and offer readily measurable performance criteria. That, in turn, should permit OCJP to base part of its future allocation decisions on analyses of sub-recipients' performance data.

B. Performance Analysis and Process Evaluation with Performance Data: More sophisticated evaluations depend on process evaluation to produce management data describing a project's adherence to its design and its actual performance before they may address benefits or cost-benefits. Performance analysis describes what a program intends to accomplish and what is being delivered. Process evaluation describes how well the project performed according to its design, and at what cost. Outcomes measurement describes the results of the intervention (i.e., what happened to participants), given the project's objectives.

The Importance of Performance Data for Process Evaluation: OCJP's program managers are responsible for supervising their sub-recipients' data collection and reporting. OCJP program managers also use regular sub-recipient contacts and other sources of information (e.g., observation, monitoring, audit reports) to verify project activities in selected program areas. OCJP is making a concerted effort to visit the field more often for practitioner gatherings and occasional site visits.

C. Impact Evaluations of Funded Programs: Impact evaluations are, by nature, complicated research studies. Reliability and validity issues generally necessitate control groups for comparison with the populations participating in the funded interventions – or longitudinal analyses of what happened to a sample of participants over time (e.g., recidivism studies). Although some such studies can be conducted by targeting example projects, more often they are statewide examinations of a number of projects and their populations. These are usually conducted by highly trained and experienced professionals. Variables such as these make impact evaluations expensive. In conjunction with ongoing process

analyses and performance measurement, research studies can make sense to an agency like Tennessee OCJP, but they must be planned and managed wisely.

We acknowledge the empirical reliability issues raised by measuring performance alone. Reliable control-group and longitudinal studies *do* matter to us. But it is also true that evaluation designs must “fit” the conditions under which projects are operated if they are to generate useful management information. The evolving nature of local criminal justice programming in Tennessee dictates that we concentrate our limited resources on process evaluation: discovering which projects have drifted away from what they planned to implement, getting them back “on track,” and identifying the actual results they produce when they actually perform as designed. More rigorous research designs addressing the spectrum of project types statewide can occur among major programs on a rotating basis, given a five year cycle. Central to Tennessee’s evaluation design, then, are these two assumptions:

- *The reason we measure outcomes is to support ongoing improvements in local performance and state program management.* Tennessee’s grant programs are intended to accomplish certain outcomes (e.g., reduce recidivism, raise street prices of illegal drugs, enhance the social skills of drug offenders, or produce other changes in participants, such as new vocational skills, reduce trauma symptoms for victims of violent crime, or increase understanding of the criminal justice system). Using Tennessee’s “grassroots-oriented” evaluation strategy helps us know when we have accomplished those outcomes, and when changes in programming might enhance those outcomes. Such an approach permits Tennessee to remain abreast of project performance routinely, between major research studies.
- *We manage state criminal justice programs by evaluating local project performance.* That is, the success of Tennessee’s programs depends primarily on how well local *projects* meet local needs. Evaluating projects provides us with the knowledge of what works so that we can apply that knowledge over the long term to improve both the performance of the project and the results of the criminal justice system for the public. While we appreciate our obligation to conduct evaluations for federal and state funding sources, Tennessee OCJP’s highest priority lies securely on producing information that can be used on a daily basis for managing the success of local projects.

Rationale for Tennessee’s Evaluation Design

System ineffectiveness may be *identified* by evaluation, but finding solutions depends on better program development, i.e., problem identification, issue identification, priority setting, program identification. These, of course, are all activities that take place *before a program is announced, applications are received, and awards are made*. OCJP realizes that to improve program performance we must cycle evaluation findings back into our program development practices. Integrating evaluation into the strategic management process is the key.

Integrating Evaluation with Strategic Program Management: OCJP recognizes the importance of integrating evaluation.^{iv} BJA has recommended that states can enhance integration by involving evaluators in grant review processes and allowing them to control project monitoring. At OCJP evaluators are *not* separate from program management. We *are* the policy-makers, planners, project monitors, project directors and evaluation managers. OCJP is taking two important steps to address the critical issue of integrating evaluation:

- First, incorporating evaluative findings with performance improvements is a major function of our strategic program management process (see Chapter 3). We stress evaluation as a major responsibility of the OCJP program manager, and we have built our staffing patterns and workload assignments around this assumption. As OCJP has incorporated evaluation activity into the grant management cycle, we have re-assessed our workloads and staffing patterns to match these responsibilities.
- Second, OCJP continues to improve integration by insisting on evaluative data reporting as a minimum requirement for grant awards and for our own program development and design work. This stance has required that our staff become more proficient in providing technical assistance and training for grant applicants and sub-recipients. These functions have been a challenge, but we have built our staffing patterns and our workload assignments on these expectations as well.

Methodology for Process Evaluation and Performance Management: OCJP program managers review all grant funded projects yearly. Each major OCJP project receives a performance review based on annual performance and spending data each year. Other OCJP evaluative efforts (e.g., site-visits, frequent telecommunications, statewide meetings, and exchanging correspondence) occur for most programs on a rotating basis. Field visits are made to a selection of projects or to gatherings of sub-recipient agencies. Details on these approaches follow:

- ***Annual Reports:*** Applicants are required to submit a plan for evaluation as part of their project's design. Projects that are funded are required to submit annual reports of project performance data. The projects' narrative addenda also address challenges or obstacles that have surfaced during project implementation. OCJP staff use written reports submitted by projects to track their progress, and to determine whether a project accomplished what it said it would accomplish in the period specified. Taken together, the projects' performance reports also contribute to process evaluation when used in conjunction with other sources of information on a program (e.g., site visits and monitoring, etc). Our plan for the upcoming strategic cycle is to enhance project reporting as we continue to clarify project logic models, by encouraging electronic submission of information. Besides improving the quality and timeliness of OCJP's evaluative data, automating report submission will have the added advantage of supplying its own mechanism for aggregating and tracking program data. That in turn should permit more effective and efficient methods of tracking and documenting changes in a project's direction. It should also free up OCJP managers' time to make sure these documents are accurate and useful. Improved reporting is yet another reason for

building the logic model analysis into the program development process at grant award time.

- **Field Visits:** Tennessee’s unique geographic pattern requires OCJP to pay special attention to what is important information to gather. The real issue is how to gather information that is relevant and useful for program performance management most efficiently. When evaluation resources are limited, the key is to appreciate the important variations or typologies of a program, and to gather and share crucial data on each variation (if not each project). Involving “people,” not simply relying exclusively on paper methods of gathering information, is important. But placing too much emphasis on geographic representation, as if performance can only be addressed by observing the physical location of each project, can over-extend the evaluators’ capacity, at the expense of effectively managing the program. It is often more efficient to have group meetings with similar sub-recipients, often at the site of one project, as a means of gathering and sharing information. OCJP will continue to review its data collection processes to make better use of telephone, email and other forms of distance interaction.

Methodology for Impact Evaluations: The State of Tennessee contracts with experienced research providers for impact evaluations. OCJP is dedicated to the state’s contract-solicitation and provider-selection processes. That involves the development of a detailed solicitation (request for proposals), competitive bidding and a careful proposal review and award cycle.

OCJP’s goal is to support impact evaluation of a least one program or significant project every five years. OCJP will explore approaches to maximizing limited resources with the Statistical Analysis Center, local universities and the advisory board.

Evaluation Staffing: Program managers in Tennessee carry primary responsibility for a range of evaluation functions, from helping sub-grantees firm up their project designs to tracking their reports of performance data, from analyzing sub-grantees’ process improvements to managing external impact evaluations. We fit these approaches to the circumstances of the projects we administer and to the sizes of the investments in the sub-grantees. Each program manager integrates evaluation with his or her program technical support and project grant monitoring functions. In so doing OCJP uses staff time to establish a description of what is being implemented in projects where (a) goals and objectives have been insufficiently articulate, (b) models for effective service activities are non-existent, and (c) where actionable data are sparse. Our evaluation design requires our program managers to manage process evaluations as part of their role, in order to build up the “evaluability” of our grant sub-recipients.

Funding for Evaluation: OCJP obtains its evaluation capacity both by conducting it in-house with existing staff and by “buying it,” (i.e., contracting for evaluation capacity from third parties, such as independent contractors and the Statistical Analysis Center.) When contracting for evaluation services OCJP first defines the desired evaluation products then assesses the competing options. Selection is based on the option most likely to provide the output at the lowest available cost, given OCJP’s in-house evaluation

capacity. The evaluation function is no less subject to evaluation than are other OCJP-funded activities. Tennessee purchases evaluation capacity through a contract with a knowledgeable outside evaluator and uses resources available for evaluation from the Tennessee SAC (Statistical Analysis Center). All programs administered by OCJP are monitored programmatically and fiscally at least once during the contract cycle. Monitoring can consist of conducting on-site visits, information gathering, program assessment and individual project evaluations.

Capacity Building at the Office of Criminal Justice Programs: Evaluation processes imposed unilaterally by the state cannot be as effective as we want them to be. However, our experience at OCJP is that sub-recipients will willingly gather and report performance data if they see the data as valuable for leading and managing their own performance. That is the reason OCJP began the approach in 2000.

Working independently OCJP project units have re-examined their mission, vision and values and have adjusted self-improvement goals and measures of success based on these self-assessments of progress. The adjustment of work processes and workloads allow for changes in staffing to fit. Our staff has continued to integrate the transition in their roles, functioning as resource planners and project evaluators even while maintaining their grants management responsibilities. We continue to share the Office's evaluation design with our new criminal justice system and new victim service partners in meetings and natural gatherings of our sub-recipients:

- OCJP will continue to clarify the planning and evaluation demands spelled out in our Statewide Strategy. We will continue to orient our new criminal justice system and new victim service partners informally and formally to this process of project implementation and ongoing evaluation through OCJP.

Summary

This evaluation plan and the larger Strategy of which it is part, charts a course of continuous improvement that will strengthen OCJP's strategic planning and program execution. Opportunities exist throughout the life cycle of OCJP's strategic management process to improve the quality and efficiency of our evaluation system significantly. That is especially true for the beginning of the process, during future program development. It is during the pre-award stage of program development that we can accomplish the most important management objective for system improvements, namely the articulation of clear program priorities and measures of intended outcomes. Assistance with logic model development is now an accepted part of the application and award process in Tennessee. By linking the award with evaluation OCJP has created a situation in which grant sub-recipients *expect* to gather and report performance and outcome data. OCJP also *expects* sub-recipients to use their performance and outcome data to evaluate their own program and make informed decisions regarding improving the quality of their programs and projects.

Grant funding and evaluation requirements will continue to provide us with the catalyst for building knowledge about what works. OCJP is committed to applying that

knowledge over the long term for the benefit of Tennessee's own criminal justice system. OCJP's evaluation design and technical assistance sessions are actually making strategic planning happen in Tennessee.

ⁱ BJA Technical Assistance Workshop on Program Development, Evaluation and Reporting, August 16, 1999, Nashville, Tennessee. Conducted by Robert Kirchner, Ph.D. Based on "Linking Performance Measures to Policy and Strategy," 1999 Annual Conference on Criminal Justice Research and Evaluation, Kirchner & Venell, 7/99.

ⁱⁱ "Getting to the Bottom Line: Estimating the Comparative Costs and Benefits of Different Ways to Reduce Crime," A Presentation to the Florida Department of Juvenile Justice, Steven Aos, Washington State Institute for Public Policy. May 20, 1999. Drawn from The Comparative Costs and Benefits of Programs to Reduce Crime: A Review of the National Research Findings... May 1999.

ⁱⁱⁱ *Op cit.* Kirchner & Venell. Acceptable goals and objectives; links between objectives and activities, performance data reports, and acceptable performance. p2.

^{iv} Kirchner, Robert A., Marylinda Stawasz, Kellie J. Dressler, and Laura Parisi, Evaluation Desk Reference Manual Series, March 1999, Vol.1:" Orientation to Program Evaluation" Bureau of Justice Assistance, U.S. Department of Justice, p.34.

Appendix C: Coordination Among State and Federal Governments

State and Federally-Funded Programs

OCJP's many federal programs place it in a good position to coordinate and leverage state funded programs with other federally funded programs in Tennessee, particularly those supporting state and local drug abuse treatment, education and prevention. This coordination extends to programs as diverse as the Byrne JAG grants, the STOP Violence Against Women Program, the Victims of Crime Act Grant, the Residential Substance Abuse Treatment Program for State Prisoners (RSAT) Grant, the Paul Coverdell Crime Lab Improvement Grant through NIJ, the Criminal History Records Improvement Program and the Sexual Assault Services Program. In addition to our coordination of Department of Justice programs, we coordinate with state-supported programs such as those below:

- Victim Notification System Fund
- Family Violence Services Fund
- Sexual Assault Fund
- Internet Crimes Against Children Fund
- Meth-Free Tennessee Appropriated Funds
- Family Violence Appropriated Funds
- Child Abuse Fund
- Ignition Interlock Fund
- Automated Fingerprint Identification System Fund

Coordination also occurs with other agencies and their grant programs, including the Children's Justice Act and the Juvenile Justice Accountability Act. Tennessee's continued support for the National Drug Control Policy's priorities is accomplished in part because of the availability of a multi-faceted enforcement-treatment strategy supported under OCJP's umbrella.

The Office of Criminal Justice Programs also actively pursues a cooperative, collaborative relationship with the following departments of Tennessee state government which receive federal funds for drug education, treatment and prevention.

Residential Substance Abuse Treatment for State Prisoners: This program, also administered by OCJP, provides for substance abuse treatment for state prisoners with an emphasis on the under-served population of women inmates. These inmates are held in state and local correctional facilities. RSAT funds and JAG funds are being used to establish a continuum of care for substance abuse treatment that includes assessment, outpatient care, inpatient care, and aftercare for a variety of offenders with a need for this type of intervention. JAG funds are used to purchase substance abuse prevention, outpatient and aftercare services, while RSAT funds are used to address the needs of offenders requiring substance abuse treatment while in state facilities.

State Recovery Court Program: The Drug Court Treatment Act was designed to facilitate the implementation and continuation of existing drug court treatment programs in Tennessee. The

Act recognizes a need in the criminal justice system to reduce the incidence of drug use and abuse, drug addiction and crimes committed as a result of these offenses. The Department of Mental Health and Substance Abuse Services administers the drug court treatment program by offering support, training, and technical assistance to drug courts as well as awarding, administering and evaluating drug court treatment grants.

Administrative Office of the Courts: The Administrative Office of the Courts (AOC) provides support to the Tennessee Supreme Court and the entire Tennessee Court System. Duties of the office include preparing the court system's annual budget; providing judicial education; maintaining law libraries, computers, other equipment; offering training and technical assistance and other administrative and support functions.

Department of Health: The Department of Health plays a crucial role in Tennessee's efforts to fight crime and delinquency in addition to its more traditional role of pursuing a broad public health agenda. One program that OCJP coordinates with its victim-witness and domestic violence training programs is the Department's grant with the Centers for Disease Control and Prevention for sexual assault education and prevention (RPE). OCJP is collaborating with the state's Bureau of Health Services Violence Prevention Unit to train and support public health educators and rape crisis centers for effective measurement of prevention results in its statewide rape and sexual assault prevention projects. As the agency of state government tasked with the prescription monitoring program they are key to the State's efforts to identify prescription drug abuse. The Department of Health oversees the Child Fatality Review Board and OCJP looks to their vast experience as it explores options to increase the number of Domestic Violence Fatality Review Boards across Tennessee. Tennessee's Chief Medical Examiner is housed within this department and assists with coordination of the Coverdell funding. OCJP looks to partner further with this department as it explores the needs of sexual assault victims across Tennessee and the role certified SANE nurses in prosecution and community service coordination (SARTs or Sexual Assault Response Teams).

Department of Mental Health and Substance Abuse Services (DMHSAS): The Tennessee DMHSAS is an important partner in facilitating reform within Tennessee's criminal justice system. Important crossover issues such as the mentally ill in jails and prisons, and responding to underlying mental illness among drug and substance abusers are examples of shared agendas. The Department plays a leadership role in assuring that TennCare directed at mental health services plays an important part in addressing the problems of mentally ill people who reside in our criminal justice system. As the agency of state government tasked with targeting substance abuse and chemical dependence, it directs an important part of Tennessee's efforts to combat drug-related crime and delinquency through prevention efforts aimed at youth and adults. Treatment, intervention and rehabilitation services for thousands of Tennesseans are provided each year through out-patient and residential treatment facilities across the state.

Department of Children's Services: The Department of Children's Services, created in 1996, consolidated all services to children formerly provided by multiple departments. While all the Department's services are important, those of particular interest to OCJP are programs for delinquent youth, probation, aftercare, treatment and rehabilitation programs for identified youth. OCJP also coordinates with the programs of the Department of Justice Office of Juvenile Justice and Delinquency Prevention (OJJDP) – i.e., the formula grant program, the challenge

grant program and other programs – by interacting with Tennessee’s administering agency, the Tennessee Commission on Children and Youth. TCCY’s director is a member of OCJP’s Statewide Criminal Justice Executive Advisory Committee.

Department of Education: OCJP collaboration with the Department of Education occurs around a number of issues, particularly school safety and drug, gang and violence resistance training.

Department of Human Services: The Department of Human Services is the state agency responsible for administering a variety of services throughout Tennessee, including Temporary Assistance for Needy Families (TANF), food stamps, Medicaid, Child Support Services, Child Care Services, Adult Protective Services, and Rehabilitation Services. There are areas of significant collaborative importance to criminal and juvenile justice collaboration and coordination. TANF is especially important to achieving goals of self-sufficiency and economic independence, often a critical barrier to resolving family violence situations.

Commission on Children and Youth: The Tennessee Commission on Children and Youth (TCCY) was created in 1988. TCCY is an independent state agency that advocates for improvement in the quality of life for children and families; collects and disseminates information on children and families for the planning and coordination of policies, programs and services; administers the federal Juvenile Justice and Delinquency Prevention Act (JJDP) in Tennessee; and administers and distributes funding for teen pregnancy prevention programs.

Tennessee Department of Safety and Homeland Security: The Governor created the Public Safety Subcabinet which is overseen by this department. This department spearheads many public safety initiative and campaigns, supports coordination across law enforcement agencies and has the primary responsibility for maintaining safety on Tennessee highways. As a result, they are active with many of the multijurisdictional drug task forces and the work they do.

Information sharing, networking, joint planning and evaluation are some of the ways that agencies coordinate the federally funded program efforts. Concerted efforts are made each year to coordinate availability of grant moneys to local and state entities from these sources to reduce duplication and fragmentation.

Tennessee Applicant Disclosure of Pending Applications

The Tennessee Department of Finance & Administration, Office of Criminal Justice Programs does not have pending applications submitted within the last twelve (12) months for federally funded grants or subgrants (including cooperative agreements) that include requests for funding to support the same project being proposed under this solicitation and will cover the identical cost items outlined in the application under this solicitation.



STATE OF TENNESSEE
DEPARTMENT OF FINANCE AND ADMINISTRATION
OFFICE OF CRIMINAL JUSTICE PROGRAMS

WILLIAM R. SNODGRASS TENNESSEE TOWER
312 ROSA L PARKS AVENUE, SUITE 1800
NASHVILLE, TENNESSEE 37243-1102

LARRY B. MARTIN
COMMISSIONER

Research and Evaluation Independence and Integrity

In order to maintain research and evaluation independence and integrity the Office of Criminal Justice Programs (OCJP), as the State Administering Agency (SAA) for the State of Tennessee, takes measures to safeguard the design, conduct, and reporting of the research and evaluation of all projects to assure they will not be biased by any personal or financial conflicts of interest on the part of our evaluators and staff.

OCJP has conducted a review of its application and identified no research integrity issues. **We have concluded that the design, conduct, and reporting of research and evaluation funded by BJA grants will not be biased by any personal or financial conflicts of interest on the part of staff, consultants, and/or subrecipients responsible for the research and evaluation of any program funded by this grant.**

As OCJP reasonably believes that no potential personal or organizational conflicts exist we have implemented the following specific processes and procedures in order to identify and mitigate the potential for personal or financial conflicts of interest on the part of its staff, consults and/or sub-recipients for the duration of the grant period.

Pursuant to Tennessee Code Annotated (TCA) 8-17-101 state and municipal governments must establish “**Rules requiring reasonable and systematic disclosure by officials and employees of personal interest that affect or appear to affect their discretion.**”

For the purposes of grant contract administration this legal code includes not only OCJP staff but any researchers, evaluators, or review team members who will design, conduct, or report on the research and evaluation of any project. This is evidenced through the State of Tennessee’s policy 2013-009 (Attachment 1) whose purpose is to, “**...establish a code of business and ethical conduct for...Personnel involved in Procurement or Contract Administration on behalf of the State of Tennessee.**” and whose scope states, “**...Personnel...involved in Contract Administration are expected to conduct themselves such that their personal and professional conduct does not have a negative effect on the public image, reputation, or credibility of the State.**” As programs funded through the State’s Byrne/JAG award are inherently reflective upon the image or credibility of the state this policy demands that all grant contract administration must be ethical and thus free of conflicts of interest.

In order to administratively mitigate any conflicts of interest which may arise the Office of Criminal Justice Programs utilizes a “Conflict of Interest Form” (Attachment 2) which includes four areas of potential conflict and thirteen specific examples to aid those reviewing the form in understanding areas of conflict. Examples prohibited by this form include but are not limited to situations where: **An investigator would be in a position to evaluate the work of a spouse or former colleague, or situations where an investigator would evaluate a project that they possessed a past affiliation with.**

In addition, OCJP has the following procedures in place to address possible conflicts of interest with staff, review team members, and sub-recipients which are utilized to assure the neutrality of all personnel who must manage, monitor, or evaluate every Byrne/JAG program funded by this office:

- 1) **OCJP Staff Members:** A conflict of interest form is on-file for every employee of OCJP. This form requires that a staff member disclose any past or current personal or financial relationships which might bias their judgment with regard to any Byrne/JAG program funded through this office.

If at any time a staff member discloses or is believed to possess a personal or financial relationship with a program then they are to have no direct or indirect involvement in the management or monitoring of that program.

- 2) **Review Team Members:** In order to gain impartial reviews of all JAG Open Solicitations the Office of Criminal Justice Programs utilizes review teams made up of professionals drawn from criminal justice stakeholders throughout the state. Given the breadth of experience of these individuals OCJP understands that present or past associations with potential applicants may exist that could create a conflict of interest with their evaluation of those program applications. As a result of this all review team members are required to sign the attached form and report any past or present relationships which might directly or indirectly bias their judgment.

If at any time a review team member discloses or is believed to possess a personal or financial relationship with a program then they will not directly or indirectly score, review, or offer any input whatsoever on that program's application.

- 3) **Research and Evaluation Grants:** Whenever a Byrne/JAG funded program includes a component for research and evaluation under a separate grant contract that contract must contain language appropriate to prohibit cases of personal or financial conflicts (**see section 4, Subcontracts**). The Office of Criminal Justice Programs is also involved in the selection and vetting of the personnel who will be involved in the research or evaluation of that program. As part of this process all potential researchers and evaluators are required to review and sign a conflict of interest form certifying that they possess no personal or financial relationships with a program that might create a motivation for bias.

If at any time a researcher or evaluator discloses or is believed to possess a personal or financial relationship then it is the policy of OCJP to relieve them of their duties conducting research or evaluation of that program.

- 4) **Subcontracts:** Whenever a Byrne/JAG funded program subcontracts a portion of their program's research or evaluation to another entity the Office of Criminal Justice Programs exercises its right to review and approve that subcontract. Attached is a page from the *OCJP Administrative Manual*, Byrne/JAG section, (Attachment 3) which requires all grantees to allow an OCJP Program Manager to review a subcontract and assure that the language appropriate to prohibit cases of personal or financial conflicts exist in the subcontract.

No Byrne/JAG grantee subcontract with a research or evaluation component will proceed without a conflict of interest section which will contain the appropriate language to ensure that the recipient possesses no personal or financial conflicts with the program they are researching or evaluating. In the event such a conflict is disclosed, or believed to exist, OCJP will exercise its option to either have the conflicted individuals removed from the program or terminate the contract.

It is our intent that this form, along with the practices described above, will not only mitigate any potential bias related to our projects but will also allow a reasonable person, understanding all the facts related to those projects, to have confidence that the results of any research or evaluation of any Byrne/JAG funded program will be objective and reliable.

Policy Number 2013-009
Central Procurement Office
Business Conduct and Ethics Policy and Procedures

Effective: May 28, 2013
Last Amended: March 20, 2014
Prepared by: The Central Procurement Office of the State of Tennessee

1. Purpose.

The purposes of this Policy Number 2013-009 are as follows:

- To establish a code of business and ethical conduct for Central Procurement Office or Covered State Agency Personnel involved in Procurement or Contract Administration on behalf of the State of Tennessee.
- To prescribe an Organizational Conflicts of Interest policy applicable to Central Procurement Office or Covered State Agency Personnel who are involved in Procurement or Contract Administration and to provide guidance in identifying and managing Organizational Conflicts of Interest, all of which serves to:
 - Promote full and open competition, integrity, and transparency in Procurement or Contract Administration;
 - Promote an environment conducive to Contracting Parties providing goods or services to the State in an impartial and objective manner;
 - Provide guidance to enable Contracting Parties to make informed decisions while conducting business with the State; and
 - Protect the validity of the State's Procurement or Contract Administration, protect the State's interests, and protect the State's confidential and sensitive information.

2. Scope.

The Central Procurement Office recognizes that Personnel involved in Procurement or Contract Administration on behalf of the Central Procurement Office and Covered State Agencies represent the State in all facets of their work. All Central Procurement Office and Covered State Agency Personnel involved in Procurement or Contract Administration are expected to conduct themselves such that their personal and professional conduct does not have a negative effect on the work of the Central Procurement Office or the Covered State Agency or reflect poorly on the public image, reputation, or credibility of the State. Accordingly, this policy applies to all Personnel of the Central Procurement Office and Covered State Agencies involved in Procurement or Contract Administration, which includes by way of example, drafting Solicitations, negotiations, evaluations of Responses, contract awards and amendments to contracts, protests or termination hearings with respect to contracts. Moreover, this policy

“Impaired Objectivity” means when a Person evaluates Responses or contract performance for its own products or services or for the products or services of competitors. Impaired Objectivity can exist where a contract requires the exercise of judgment, and the economic interests of the Person will be harmed through the free and unbiased exercise of that judgment.

“Organizational Conflict of Interest” means, as to Procurements, contracts or proposed contracts with the State, a circumstance arising out of a Contracting Party’s existing or past activities, business or financial interests, Immediate Familial relationships, contractual relationships, or organizational structure (e.g., parent entities, subsidiaries, Affiliates, etc.) that results in:

- (i) Impaired Objectivity of a Contracting Party;
- (ii) An Unfair Competitive Advantage for any Respondent with respect to a Procurement;
- (iii) Biased Ground Rules; or
- (iv) Impropriety, as determined by the Chief Procurement Officer, with respect to any of the State’s Procurements or contracts.

“Person” means any individual, corporation, limited liability company, partnership (general or limited), joint venture, association, joint stock company, trust, government (or any agency or political subdivision thereof), other business entity, or other organization recognized by law.

“Personnel” means all employees, evaluators or subject matter experts, whether or not an employee of the Central Procurement Office, a Covered State Agency, or the State, involved in drafting Solicitations, evaluating Responses, providing advice or assistance in connection with evaluating Responses, or awarding contracts pursuant to a Procurement on behalf of the Central Procurement Office or a Covered State Agency.

“Procurement” means the act of buying, purchasing, renting, leasing, or otherwise acquiring any goods or services covered by the Rules of the Central Procurement Office or this policy. It also includes all functions that pertain to the obtaining of any goods or service, including the description of requirements, selection and solicitation of sources, preparation and award of a contract, and all phases of Contract Administration.

“Respondent” means a Person with the capacity to contract and sue and be sued who has submitted a Response to a solicitation.

“Response” means a written response to a Solicitation for goods or services.

“Solicitation” means a written document that facilitates the award of a contract to Contracting Parties for goods or services. Examples of solicitations include, but are not limited to, an Invitation to Bid, a Request for Information, a Request for Proposals, and a Request for Qualifications.

“State” means the State of Tennessee, including its departments, agencies, and entities that fall under its purview.

“State Agency” means the departments, agencies, and entities of the State of Tennessee.

arrangement concerning prospective employment with Respondents, Contracting Parties, subcontractors, or Affiliates.

7. Prohibition against Rebates, Gifts, Compensation.

No Central Procurement Office or Covered State Agency Personnel shall solicit, demand, accept, or agree to accept from any Person, which includes without limitation, Respondents, Contracting Parties, subcontractors or Affiliates, any rebate, gift, money, or anything of value whatsoever, or any promise, obligation, or contract for future rewards or compensation in connection with Procurement or Contract Administration.

8. Organizational Conflicts of Interest.

- A. All Central Procurement Office or Covered State Agency Personnel shall at all time conduct and carry out their duties and responsibilities in a manner intended to uphold high ethical standards and to comply with this policy. If Personnel of the Central Procurement Office or a Covered State Agency have actual knowledge of an Organizational Conflict of Interest, the Organizational Conflict of Interest shall be disclosed to the Chief Procurement Officer and shall be Avoided, Mitigated or Waived as more particularly described in Section 8.D. below.
- B. The Central Procurement Office or a Covered State Agency must consider potential Organizational Conflicts of Interest during preparation of all Solicitation documents, during the evaluation of Responses, during the award of contracts and must disclose the existence of Organizational Conflicts of Interest that become known or discovered at any time during the term of any contract.
- C. All Respondents or Contracting Parties must disclose the existence of Organizational Conflicts of Interest that are known or discovered at any time during the Procurement process or during the term of any contract awarded pursuant to a Procurement, and must upon request, disclose all facts bearing on Organizational Conflicts of Interest.
- D. Upon identification of an Organizational Conflict of Interest, the Central Procurement Office or any Covered State Agency shall, as soon as reasonably possible, simultaneously notify the Chief Procurement Officer of the Organizational Conflict of Interest and submit to the Chief Procurement Officer a plan to address the Organizational Conflict of Interest, which plan shall include actions or agreements necessary to Avoid, Mitigate, or Waive (as these terms are described below) the Organizational Conflict of Interest.
 - i. Avoidance may involve the removal or limitation of Personnel of the Central Procurement Office or any Covered State Agency from being involved in the drafting of the Solicitation, Procurement activities, evaluation of Responses, or management of a contract awarded to a Respondent or the award of future contracts.
 - ii. Mitigation may involve specific actions by a Respondent, a Contracting Party or Personnel of the Central Procurement Office or any Covered State Agency to limit the effect of an Organizational Conflict of Interest. Mitigation may also

10. Required Disclosures for Central Procurement Office and Covered State Agency Personnel.

All Personnel of the Central Procurement Office or a Covered State Agency involved in Procurement or Contract Administration shall make disclosures to the Chief Procurement Officer in the following situations:

- When the Personnel has family or personal relationships that conflict with, or could potentially give rise to an individual or Organizational Conflict of Interest;
- When the Personnel has an interest, Immediate Familial, personal, professional or financial interest, that conflicts with the best interests of the State;
- When the Personnel was previously employed by a Respondent or Contracting Party involved in the procurement;
- When the Personnel is aware of or should be aware of any other facts or circumstances that compromise the Personnel's ability to carry out his or her fiduciary duty to the State and act in a fair and impartial manner with respect to the State or the public;
- When the Personnel has knowledge of an Organizational Conflict of Interest that arises during the Procurement or contract processes.

All Personnel of the Central Procurement Office or any Covered State Agency who participate in Solicitation development for a procurement where an award of the contract is based in whole or in part on subjective criteria (e.g., an RFQ or a RFP) shall execute a disclosure substantially in form to Attachment A to this policy, the Solicitation Development Conflict of Interest Disclosure Statement. Any potential conflict shall be brought to the attention of the Chief Procurement Officer to determine whether re-assignment is warranted.

From time-to-time, Personnel, by virtue of the nature of their roles as evaluators, will be privy to confidential or sensitive information that is only available to evaluation team members. The Chief Procurement Officer shall require Personnel participating in Response evaluation for a procurement where an award of the contract is based in whole or in part on subjective criteria (e.g., RFQ or a RFP) to execute a confidentiality agreement, substantially in form to Attachment B1 to this policy, whereby the Personnel agree not to disclose any information, whether written or oral, received by the Personnel during the evaluation process.

All Personnel of the Central Procurement Office or a Covered State Agency who participate in the Response evaluation for a procurement where an award of the contract is based in whole or in part on subjective criteria (e.g., an RFQ or a RFP) shall execute a disclosure substantially in form to Attachment B2 to this policy, the Response Evaluation Conflict of Interest Disclosure Statement. Any potential conflict shall be brought to the attention of the Chief Procurement Officer to determine whether re-assignment is warranted.

Covered State Agency Personnel Procurement or Contract Administration roles are also responsible for filing annual conflict of interest disclosures in accordance with their particular agency's policies and procedures. If no policies and procedures exist within the Personnel's agency, then the Personnel shall file an annual conflict of interest and confidentiality attestation in accordance with the policies and procedures of the Central Procurement Office. Filing an annual disclosure statement does not absolve Personnel involved in a particular procurement from disclosing known individual or Organizational Conflicts of Interest on a case-by-case basis.

ATTACHMENT A

SOLICITATION DEVELOPMENT CONFLICT OF INTEREST DISCLOSURE STATEMENT

INSTRUCTIONS FOR THE STATEMENT SIGNATORY:

Complete the space provided with the Solicitation number applicable to the statement.

Complete, sign and date the applicable section (solicitation development or response evaluation).

Complete each space provided beside the disclosure statements by either "initialing" the statement (to indicate an affirmation of the corresponding statement) OR by writing "N/A" (to indicate that the corresponding statement is not applicable).

If a possible conflict of interest is identified, a description of such should be attached to this document.

**SOLICITATION
NUMBER:**

--

PERSONNEL INVOLVED WITH SOLICITATION DEVELOPMENT—

	I did not identify any potential conflict of interest, financial or otherwise, regarding my involvement with the development, formulation, drafting or review of the subject Solicitation or its specifications or scope of services.
	I identified the following possible individual or Organizational Conflict of Interest issues, detailed and attached hereto, which might adversely reflect on or threaten the integrity of the subject Procurement process:

SIGNATURE & DATE:

PRINTED NAME:

ATTACHMENT C

**CENTRAL PROCUREMENT OFFICE OR COVERED STATE AGENCY EMPLOYEE
ANNUAL ATTESTATIONS**

Employee Name: _____

Employee Phone Number: _____

Employee Email Address: _____

CONFLICT OF INTEREST

I, _____ (*print name*), do hereby attest, certify, warrant and assure that I will not participate in any portion of a Procurement that involved a potential conflict of interest, financial or otherwise.

Furthermore, I _____ (*print name*), do hereby attest, certify, warrant and assure that I will make disclosures to the Chief Procurement Officer in the following situations:

- When I have an Immediate Family or a personal relationship that conflicts with, or potentially creates a conflict;
- When I have an interest, Immediate Familial, personal, professional or financial, that conflicts with the best interests of the State;
- If I was previously employed by a Respondent involved in the Procurement;
- When I am aware of or should be aware of any other facts or circumstances that compromise my ability to carry out my fiduciary duty to the State and act in a fair and impartial manner with respect to the State or the public;
- When I have actual knowledge of an Organizational Conflict of Interest involving a Solicitation, a contract award, or the circumstances giving rise to an Organizational Conflict of Interest during the term of any contract awarded pursuant to a Solicitation.

CONFIDENTIALITY

I, _____ (*print name*), do hereby attest, certify, warrant, and assure that I shall not disclose any Procurement evaluation information related to a Procurement until the Notice of Intent to Award is communicated in writing or electronic transmission to all Respondents.

Employee's Signature

Date

Conflict of Interest Statement For Review Team Members of the Office of Criminal Justice Programs

The Office of Criminal Justice Programs is committed to selecting proposals for funding consideration in the fairest, most objective way possible. Each review team member must be able to consider the competing proposals with an open mind, objectively assessing their individual strengths and weaknesses.

It is unfair to all applicants and review team members if a member's objectivity is impaired to the point that he/she is unable to render an honest assessment of all of the proposals and how they compare to one another. Thus, to ensure that all standards of fairness are scrupulously met, review team members are asked to complete this "Conflict of Interest Statement." Thank you.

Please read the following carefully and sign it to indicate you understand and will abide by the stated guidelines. Please make sure you return this signed form.

Your status as a review team member requires that:

- 1) If you are associated with proposals or other applications, you must be aware of potential conflict situations. Examples of potentially biasing affiliations or relationships are listed below. You must bring any conflict to the attention of the Office of Criminal Justice Programs. The Office of Criminal Justice Programs will determine how the matter should be handled and will tell you what further steps, if any, to take.
- 2) Your status as a review team member gives you access to information not generally available to the public. You must not use that information for your personal benefit or make it available for the personal benefit of any other individual or organization.

REVIEW TEAM MEMBER, PLEASE REVIEW THESE POSSIBLE CONFLICTS

EXAMPLES OF POSSIBLE CONFLICTS:

1. SUBMISSION OF AN APPLICATION TO THE OFFICE OF CRIMINAL JUSTICE PROGRAMS.

2. AFFILIATIONS WITH AN APPLICANT INSTITUTION. A conflict may be present if you have/hold:

- Current employment at the institution or consulting, advisory, or other similar positions.
- Current employment or are being considered for employment at the institution. (This includes employment via a consulting or advisory arrangement.)
- Any formal or informal employment arrangement with the institution.
- Current membership on a committee, board or similar body at the institution.
- Ownership of the institution's securities, other evidences of debt. (Minor or indirect holdings are not considered conflicts.)
- Any office, governing board membership, or relevant committee chairperson in the institution. (Ordinary membership in a professional society or association is not considered an office.)

- Received and retained an honorarium or award from the institution within the last 12 months.

3. RELATIONSHIP WITH PRINCIPAL, PROJECT DIRECTOR, OR OTHER PERSON WHO HAS A PERSONAL INTEREST IN THE PROPOSAL OR OTHER APPLICATION.

- Known family or marriage relationship. (Conflict only if relationship is with a principal project director.)
- Business or professional partnership.
- Employment at the same institution within the last 12 months.
- Collaboration on a project or on a book, article, report, or paper within the last 48 months.

4. OTHER AFFILIATIONS OR MEMBERSHIPS

- Interests of the following persons are to be treated as if they were yours: Any affiliation or relationship of your spouse, of your minor child, of a relative living in your immediate household or of anyone who is legally your partner that you are aware of that would be covered by 1, 2 or 3 of this Statement (except for receipt by your spouse or relative of any honorarium or award).
- Any other relationship, such as close personal friendship, that you think might tend to affect your judgments or be seen as doing so by a reasonable person familiar with the relationship.

YOU MUST SIGN THIS FORM AND BRING IT WITH YOU TO THE REVIEW TEAM MEETING.

I have read this form and understand that I must contact the appropriate Office of Criminal Justice Programs official if a conflict exists or arises from being a reviewer. I also will not divulge any confidential information I may become aware of during this review process. I further understand that I must sign and return this Statement to the Office of Criminal Justice Programs so that I may serve on the review team.

Name (Please Print): _____

Signature: _____ Date: _____

Review Team: _____

Agencies must comply with Tennessee Code Annotated, Section 37-1-403 and 37-1-605 by reporting suspected cases of child abuse to the Department of Children's Services and with Tennessee Code Annotated 71-6-103 by reporting cases of adult abuse to the Department of Human Services as required by law.

C. PROGRAM PRIORITIES

JAG Grant Funds may be used to implement projects that carry out at least one of seven federal legislatively authorized purpose areas. In order to most efficiently utilize resources available and address the most serious gaps and service needs in Tennessee's criminal justice system, the Office of Criminal Justice Programs focuses on the most critical purpose areas and gives priority consideration to programs that fall into these federal purpose areas.

D. PROGRAM EVALUATION

The Anti-Drug Abuse Act of 1988 mandates that all programs funded under the JAG Program be evaluated. The goal is to identify and disseminate information about programs of proven effectiveness so that jurisdictions throughout the country can replicate them. In addition, evaluation results guide the formulation of policy and programs within federal, state and local criminal justice agencies.

Formula grant program applicants must include an evaluation component that meets the BJA/NIJ evaluation guidelines. OCJP will determine the program areas that may be evaluated each year. The Director of BJA may waive this requirement under certain circumstances. Each state is required to provide BJA with an annual report that includes a summary of its grant activities and an assessment of the impact of these programs on the needs identified in its statewide strategy. Formula grant funds may be used to pay for evaluation activities.

E. SUBCONTRACTS / RESEARCH AND EVALUATION

In order to mitigate any potential bias related to the research or evaluation components of any Byrne/JAG funded projects so that a reasonable person, understanding all the facts related to a project, will have confidence that the results of any research or evaluation will be objective and reliable any subcontract which involves the research or evaluation of a project or project data must be reviewed by an OCJP Program Manager to assure that the subcontract contains language which would prohibit researchers and evaluators from possessing a personal or financial interest to the project they are reviewing.

2018 Edward Byrne Memorial Justice Assistance Grant (JAG) Information Regarding DHS or ICE

Information regarding Communication with DHS or ICE

Does your jurisdiction have any laws, policies, or practices related to whether, when, or how employees may communicate with DHS or ICE?

Office of Criminal Justice Programs is not a Law Enforcement Agency and therefore do not have agency policies and practices but all state and local law enforcement are required to comply with the State Law.

Is your jurisdiction subject to any laws from a superior political entity (e/g/, a state law that binds a city) that meet the description in question 1?

Law Enforcement and Immigration in Tennessee

Officials at city and county jails in Tennessee are required to report anyone who may be in violation of federal immigration laws to U.S. Immigration and Customs Enforcement (ICE) authorities.

Enforcement agencies are required to contact federal immigration officials if they can't verify legal status of arrestees within three days.

As part of the 287(g) ICE ACCESS Program, officials with the Tennessee Highway Patrol and the Davidson County Sheriff's Office cooperate with federal authorities in enforcing immigration law.

Under a federal program called "Secure Communities," all arrestees are fingerprinted and run through a federal database which checks their criminal record and immigration status.

Employment Checks

State officials may deny, suspend or revoke the business license of employers who knowingly hire undocumented immigrants. Also, refer to federal employment eligibility verification rules and the requirements for Form I-9.

Tennessee E-Verify Requirements

All employers in the state with six (6) or more employees are required to verify employment eligibility using E-Verify. Employers also are required to maintain records of all E-Verify results.

Driver's License/ID Requirements

Proof of U.S. citizenship or legal residence is required for obtaining a driver's license or state ID.

Public Benefits Restrictions

Under federal law, illegal immigrants are prohibited from receiving most public benefits. However, they are allowed to receive emergency services, health care and other programs that have been deemed "necessary to protect life and safety."

Voting ID Rules

Valid and current photo identification required to vote. Examples include a Tennessee driver's license, a valid photo ID issued by any state, a U.S. passport or valid U.S. military ID with photo. Those without a photo ID may vote via provisional ballot as long as they return within two days with a photo ID or sign an affidavit.

PUBLIC CHAPTER NO. 973 HOUSE BILL NO.2315

Recently passed and will go into effect on January 1, 2019 banning Sanctuary Cities in Tennessee, which is attached; section 1373 as referenced in the law.

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2010 Tennessee Code

Title 2 - Elections

Chapter 7 - Procedure at the Polling Place

2-7-112 - Procedure for voting.

2-7-112. Procedure for voting.

(a) (1) A voter shall complete and sign an application for ballot, indicate the primary in which the voter desires to vote, if any, and present it to a precinct registrar. The application for ballot shall include a space for the address of the voter's current residence, and the voter shall write or print such address on the application when the voter signs the application for ballot.

(A) Using the computerized voter signature list or the electronic poll book, the registrar shall make a determination whether the voter's address is different from the address on the voter's permanent registration record or if the registration is in inactive status. If the voter has changed residence, or the voter's registration is inactive, the registrar shall follow the procedures for voting pursuant to §§ 2-7-140 and 2-7-141.

(B) To compare the voter's signature on the application, the voter shall supply evidence of identification specified in subsection (c).

(C) If, upon comparison of the signature and other evidence of identification, it is found that the applicant is entitled to vote, the registrar shall initial the application, note the date of the election, the number on the voter's ballot application, and the primary or general election in which the voter applies to vote.

(D) If the applicant's signature is illegible, the registrar shall print the name on the application.

(E) If a voter is unable to present any evidence of identification specified in subsection (c), the voter shall be required to execute an affidavit of identity on a form provided by the county election commission.

(2) The county election commission shall use either a computerized voter signature list or an electronic poll book that has been approved for use by the coordinator of elections. A computerized voter signature list shall include the voter's name, current address of residence, social security number or voter identification number, birth date and a space for the voter's signature, elections voted, application or ballot stub number, or both, and precinct registrar's initials. The electronic poll book shall contain the same information as on the computerized voter signature list in an electronic format and provide a place on its screen for the precinct registrar to record elections voted, application or ballot stub number, or both, the precinct registrar's initials and a place for the voter's signature.

(A) For those counties using the computerized voter signature list, the following procedures shall be followed:

(i) After completing the application for ballot, the voter shall sign the computerized voter signature list, and the registrar shall compare the voter's signature and information on the signature list with the information on the application for ballot; and

(ii) If, upon comparison of the information, the registrar determines that the voter is entitled to vote, the registrar shall initial the computerized voter signature list and shall give the voter the ballot application, which is the voter's authorization to vote.

(B) For those counties using the electronic poll book, the following procedures shall be followed:

(i) If a county uses an electronic poll book without an attachable printer, then:

(a) After completing the application for ballot, the voter shall sign the voter signature list, and the registrar shall compare the voter's signature and information on the voter signature list with the information on the application for ballot; and

(b) If, upon comparison of the information, the registrar determines that the voter is entitled to vote, the registrar shall initial the voter signature list and shall give the voter the ballot application, which is the voter's authorization to vote; or

(ii) If a county uses an electronic poll book with an attachable printer, then:

(a) The application for ballot used by the county may be a preprinted application or an application generated by the electronic poll book;

(b) After the application for ballot has been completed, the voter shall sign the application and the registrar shall compare the voter's signature with evidence of

identification specified in subsection (c) supplied by the voter and compare information on the electronic poll book with the information on the application for ballot;

(c) The voter shall sign the voter signature list; and

(d) If, upon comparison of the information, the registrar determines that the voter is entitled to vote, the registrar shall initial the application and the voter signature list and shall give the voter the ballot application, which is the voter's authorization to vote.

(3) (A) A person shall be entitled to vote a provisional ballot under the procedures of this section if the voter claims to be properly registered in the county and eligible to vote at the precinct in the election, but whose eligibility cannot be determined by the computer signature list or by examination of the permanent registration records on file with the county election commission.

(i) If the election official cannot determine that the voter's name should have been placed on the precinct's computer signature list, then the voter shall complete an original voter registration application. At the time of registration and pursuant to subsection (d), the voter shall present verification of the residential address under which the person desires to vote.

(ii) After the voter has completed the voter registration application and supplied verification of the voter's residential address, the voter shall complete an application for ballot pursuant to this section.

(iii) Upon completion of the application for ballot, the voter shall be given a provisional ballot and provisional ballot envelope. The provisional ballot envelope shall be of a different color from absentee ballot envelopes and shall bear a detachable slip that contains the provisional ballot affidavit. The provisional ballot affidavit shall contain the voter's printed name, social security number, date of birth, signature and any other identifying information deemed necessary by the coordinator of elections to satisfy the requirements of this section and to prevent fraudulent registration and voting.

(iv) Both the voter registration application and the application for ballot shall be deposited in the provisional ballot box. Nothing in this section shall be construed to allow election day voter registration.

(v) Pursuant to § 2-7-114(b) and (c), the voter shall vote the provisional ballot. Any county utilizing punchcard or optiscan technology shall process their ballots pursuant

to rules promulgated by the state coordinator of elections. The provisions of § 2-7-116 shall govern any voter needing assistance.

(vi) Along with the voter registration applications and the applications for ballot completed by provisional voters, all provisional ballots that have been cast shall remain sealed and locked in the absentee ballot box for return to the county election commission at the close of polls.

(B) (i) All provisional ballots shall be counted at the county election commission office by a separate central absentee ballot counting board that has been appointed in like manner to the central absentee ballot counting board established under § 2-6-302 and known as the central provisional ballot counting board. Upon completion of the counting of the absentee ballots, the county election commission may designate the central absentee ballot counting board established under § 2-6-302 as the central provisional ballot counting board. If the county election commission determines that there are fewer than one hundred (100) provisional ballots to be counted, the county election commission may act as the central provisional ballot counting board without additional compensation. When provisional ballots have been cast utilizing punchcard or optiscan technology, the counting of the provisional ballots shall be pursuant to rules promulgated by the state coordinator of elections.

(ii) After the delivery of the absentee ballot boxes containing provisional ballots to the county election commission, the central provisional ballot counting board shall unlock and open each absentee ballot box from the polling places in the presence of a majority of the judges.

(iii) The central provisional ballot counting board shall examine the records of the county election commission and the records of the Tennessee departments of health, human services, mental health and developmental disabilities, safety and veterans affairs with respect to all provisional ballots. The central provisional ballot counting board shall then determine if the person voting that ballot was entitled to vote and met the statutory requirements for registration at the precinct where the person cast a vote in the election. The central provisional ballot counting board shall also determine that the person has not already cast a ballot in the election.

(iv) If the central provisional ballot counting board determines that the person should have been registered to vote and met the statutory requirements for registration in the precinct where the voter cast the ballot and the voter has not cast a ballot in the election in a different precinct, then the central provisional ballot counting board shall remove the

provision ballot affidavit from the provisional ballot envelope and place the sealed ballot with all other provisional ballots that have been determined to be countable.

(v) If the central provisional ballot counting board determines that the person should not have been registered to vote in the precinct where the voter cast the ballot or that the voter has previously cast a ballot in the election in a different precinct, the provisional ballot envelope shall not be opened nor its provisional ballot affidavit removed, but it shall be marked "Rejected" across its face with the reason for rejection written on it and signed by at least two (2) members of the central provisional ballot counting board. It shall then be placed in the container of rejected absentee ballots. A list shall be made of such rejected ballots, and the administrator shall notify the voters by mail of the rejection and the reason for such rejection.

(C) (i) The counting of all provisional ballots must be completed within forty-eight (48) hours of the close of polls on election day. If the county election commission determines that the counting of provisional ballots cannot be completed by the designated time, the state coordinator of elections may grant the county an extension of time and designate a time that shall be no later than the third Monday after the election.

(ii) If the county election commission determines that the counting of provisional ballots cannot be completed during the night of election day and upon the close of each counting session, the absentee ballot boxes containing the provisional ballots must be locked and sealed in the same manner established in § 2-6-311. The ballot boxes may not be unlocked except when the central provisional ballot counting board is performing its duties in compliance with this section.

(b) If a voter is disabled so as to be unable to write a signature or make a mark, the registrar shall write the voter's name where needed and shall indicate that this has been done by putting the registrar's initials immediately after the name.

(c) For purposes of comparing the person's signature on the application for ballot, "evidence of identification" shall be a valid voter's registration certificate, Tennessee driver license, social security card, credit card bearing the applicant's signature or other document bearing the applicant's signature.

(d) For purposes of registering a person to vote pursuant to subdivision (a)(3), "verification of residential address" shall include, but is not limited to, a Tennessee driver license, a residential lease agreement, a utility bill or other document bearing the

applicant's residential address. Such verification may be on the same or different document from those listed in subsection (c).

[Acts 1972, ch. 740, § 1; 1977, ch. 365, § 1; T.C.A., § 2-712; Acts 1984, ch. 935, §§ 4-6; 1989, ch. 590, §§ 4, 5; 1990, ch. 727, § 3; 1997, ch. 550, § 8; 2003, ch. 352, §§ 1-3; 2008, ch. 928, § 14; 2008, ch. 1019, § 1; 2009, ch. 218, § 5.]

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Current through 2017 Regular Session (Chapter 493).

Tennessee Code Annotated **Title 7 Consolidated Governments and Local Governmental Functions and Entities** **Local Government Functions** **Chapter 68 Enforcement of Federal Immigration Laws**

7-68-101. Legislative findings, determinations and declarations.

The general assembly finds, determines and declares that:

- (1)** Because the matters contained in this chapter have important statewide ramifications for compliance with and enforcement of federal immigration laws and for the welfare of all citizens in this state, these matters are of statewide concern;
- (2)** Allowing illegal immigrants to reside within this state undermines federal immigration laws and state laws allocating available resources; and
- (3)** The state attorney general and reporter and all appropriate state and local law enforcement agencies are to vigorously pursue all federal moneys to which the state may be entitled for the reimbursement of moneys spent to enforce federal immigration laws.

History

Acts 2009, ch. 447, § 1.

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Current through 2017 Regular Session (Chapter 493).

Tennessee Code Annotated **Title 7 Consolidated Governments and Local Governmental Functions and Entities** **Local Government Functions** **Chapter 68 Enforcement of Federal Immigration Laws**

7-68-102. Chapter definitions.

As used in this chapter, unless the context otherwise requires:

- (1)** "Local governmental entity" means a governing body, board, commission, committee or department of a municipality or county; and
- (2)** "Official" means a member of a governing body, board, commission or committee of a municipality or county or the head of any department of a municipality or county.

History

Acts 2009, ch. 447, § 1.

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Tennessee Code Annotated **Title 7 Consolidated Governments and Local Governmental Functions and Entities** **Local Government Functions** **Chapter 68 Enforcement of Federal Immigration Laws**

7-68-103. Adoption of ordinances or policies prohibiting compliance with federal law pertaining to illegal residents forbidden -- Interference with compliance prohibited.

-
- (a)** A local governmental entity or official shall not adopt any ordinance or written policy that expressly prohibits a local governmental entity, official or employee from complying with applicable federal law pertaining to persons who reside within the state illegally.
- (b)** An official shall not materially interfere with the ability of a local governmental entity, official or employee of a municipality or a county to comply with applicable federal law pertaining to persons who reside within the state illegally.

History

Acts 2009, ch. 447, § 1.

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Current through 2017 Regular Session (Chapter 493).

Tennessee Code Annotated **Title 7 Consolidated Governments and Local Governmental Functions and Entities** **Local Government Functions** **Chapter 68 Enforcement of Federal Immigration Laws**

7-68-104. Violations -- Filing complaint -- Burden of proof -- Court actions -- Compliance with orders.

(a) A person residing in a municipality or county who believes a local governmental entity or official has violated § 7-68-103 may file a complaint in chancery court in that person's county of residence.

(b) The person filing the complaint shall have the burden of proving by a preponderance of the evidence that a violation of § 7-68-103 has occurred.

(c) If the court finds the local governmental entity or official in violation of § 7-68-103, the court may issue a writ of mandamus against the local governmental entity ordering it to comply with § 7-68-103, enjoin the official from further interference or take other action to ensure compliance as is within the jurisdiction of the court.

(d) A local governmental entity shall have no less than ninety (90) days nor more than one hundred twenty (120) days from the date of the court's order to comply with the order. If, after one hundred twenty (120) days, the local governmental entity has not complied with the court's order, the court may take whatever action necessary to enforce compliance.

History

Acts 2009, ch. 447, § 1.

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2010 Tennessee Code

Title 50 - Employer And Employee

Chapter 1 - Employment Relationship And Practices

Part 1 - Hiring Practices

50-1-103 - Employment of illegal aliens.

50-1-103. Employment of illegal aliens.

(a) As used in this section, unless the context otherwise requires:

(1) “Commissioner” means the commissioner of labor and workforce development;

(2) “Department” means the department of labor and workforce development;

(3) “Employ” or “employment” means any work engaged in for compensation in money or other valuable consideration and for which a person paying the compensation for the work performed is required to file a W-2 wage and tax statement with the federal internal revenue service;

(4) “Illegal alien” means a person who is, at the time of employment, neither an alien who is lawfully admitted for permanent residence in the United States pursuant to the federal Immigration and Naturalization Act, compiled in 8 U.S.C. § 1101 et seq., nor authorized to be employed by the federal Immigration and Naturalization Act or the United States attorney general;

(5) “Knowingly” means having actual knowledge that a person is an illegal alien or having a duty imposed by law to determine the immigration status of an illegal alien and failing to perform that duty;

(6) “Lawful resident alien” means a person who is entitled to lawful residence in the United States pursuant to the federal Immigration and Naturalization Act;

(7) “Lawful resident verification information” means the documentation that is required by the United States department of homeland security when completing the employment eligibility verification form commonly referred to as Form I-9. Documentation that later proves to be falsified, but that at the time of employment satisfies the requirements of Form I-9, is lawful resident verification information;

(8) “License” means any certificate, approval, registration or similar form of permission required by law; and

(9) “Person” means individual, corporation, partnership, association or any other legal entity.

(b) A person shall not knowingly employ, recruit or refer for a fee for employment an illegal alien.

(c) A person has not violated subsection (b) with respect to a particular employee if:

(1) The person requested from the employee, received, and documented in the employee record, at least fourteen (14) calendar days after commencement of employment, lawful resident verification information consistent with employer requirements under the Immigration Reform and Control Act of 1986, compiled in 8 U.S.C. § 1101 et seq.; and

(2) The lawful resident verification information provided by the person later was determined to be false.

(d) A person has not violated subsection (b) with respect to a particular employee if the person verified the immigrant status of the person at least fourteen (14) calendar days after commencement of employment by using the federal electronic work authorization verification service provided by the United States department of homeland security pursuant to the federal Basic Pilot Program Extension and Expansion Act of 2003, P.L. 108-156.

(e) (1) If any state or local governmental agency, officer, employee or entity has reason to believe that a violation of subsection (b) has occurred, the agency, officer, employee or entity shall file a complaint with the department. Upon receipt of the complaint, the commissioner shall conduct an investigation. If there is substantial evidence that a violation of subsection (b) has occurred, the commissioner shall conduct a contested case hearing pursuant to the Uniform Administrative Procedures Act, compiled in title 4, chapter 5, on the question of whether the person has violated subsection (b). If the commissioner or the commissioner's designee determines that there is clear and

convincing evidence that a person has violated subsection (b) and the violation occurred while the person was acting within the scope of practice of a license issued by the state or pursuant to title 67, chapter 4, the commissioner shall request an order consistent with § 4-5-320, requiring the appropriate regulatory board or local government with respect to business licensure pursuant to title 67, chapter 4, to revoke, suspend, or deny the person's license. The commissioner shall state in the commissioner's findings of fact and conclusions of law whether there have been previous violations of subsection (b).

(A) For the first violation of subsection (b), the commissioner shall order that the regulatory board or local government suspend the person's license until the person shows to the satisfaction of the commissioner that the person is no longer in violation of subsection (b). The showing may be made by the person filing a sworn statement with the commissioner stating that the person is no longer employing illegal aliens.

(B) For a second or subsequent violation of subsection (b) occurring within three (3) years from the issuance of the commissioner's first order, the commissioner shall order that the regulatory agency or local government suspend the license for one (1) year.

(2) Upon receiving a complaint pursuant to this section, consistent with this section, the commissioner or the commissioner's designee shall inform the person against whom the complaint is made that the person may request the name of the person filing the complaint, or if the complaint is filed by an agency or entity, the name of the person who caused the complaint to be filed. If the person requests the name, the commissioner or the commissioner's designee shall provide the name requested.

[Acts 1985, ch. 247, § 1; 1986, ch. 847, §§ 1-3; 1989, ch. 591, § 112; 1999, ch. 520, § 41; 2007, ch. 529, § 1; 2008, ch. 820, § 1.]

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Tennessee State Immigration Laws

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Traditionally the [doctrine of preemption \(https://litigation.findlaw.com/legal-system/the-supremacy-clause-and-the-doctrine-of-preemption.html\)](https://litigation.findlaw.com/legal-system/the-supremacy-clause-and-the-doctrine-of-preemption.html), prevented states from making laws having to do with immigration. The federal government had the sole authority in these matters. In recent years, however, state laws affecting immigrants have become increasingly common. A range of different approaches have developed, with some cities and states offering refuge to undocumented immigrants and others seeking to cooperate with federal efforts to identify and deport undocumented immigrants.

Welcome to FindLaw's coverage of existing Tennessee legislation and rules related to individuals' immigration status. Below you will find information on what, if any, rules Tennessee has regarding immigration checks by law enforcement, educational institutions, and employers, as well as the existence of E-Verify requirements, restrictions on public benefits based on an individual's immigration status, and more.

Law Enforcement and Immigration in Tennessee

Officials at city and county jails in Tennessee are required to report anyone who may be in violation of federal immigration laws to U.S. Immigration and Customs Enforcement (ICE) authorities.

Enforcement agencies are required to contact federal immigration officials if they can't verify legal status of arrestees within three days.

As part of the 287(g) ICE ACCESS Program, officials with the Tennessee Highway Patrol and the Davidson County Sheriff's Office cooperate with federal authorities in enforcing immigration law.

Under a federal program called "Secure Communities," all arrestees are fingerprinted and run through a federal database which checks their criminal record and immigration status.

Employment Checks

State officials may deny, suspend or revoke the business license of employers who knowingly hire undocumented immigrants.

Also, refer to federal [employment eligibility verification rules \(https://smallbusiness.findlaw.com/employment-employer/employment-employer-other/developments-on-verifying-eligibility.html\)](https://smallbusiness.findlaw.com/employment-employer/employment-employer-other/developments-on-verifying-eligibility.html) and the requirements for Form I-9.

Tennessee E-Verify Requirements

All employers in the state with six (6) or more employees are required to verify employment eligibility using E-Verify. Employers also are required to maintain records of all [E-Verify \(https://smallbusiness.findlaw.com/business-laws-and-regulations/e-verify-basics.html\)](https://smallbusiness.findlaw.com/business-laws-and-regulations/e-verify-basics.html) results.

Driver's License/ID Requirements

Proof of U.S. citizenship or legal residence is required for obtaining a driver's license or state ID.

Public Benefits Restrictions

Under federal law, illegal immigrants are prohibited from receiving most public benefits. However, they are allowed to receive emergency services, health care and other programs that have been deemed "necessary to protect life and safety."

Education Checks

N/A

Voting ID Rules

Valid and current photo identification required to vote. Examples include a Tennessee driver's license, a valid photo ID issued by any state, a U.S. passport or valid U.S. military ID with photo. Those without a photo ID may vote via provisional ballot as long as they return within two days with a photo ID or sign an affidavit.

Housing Ordinances and Immigration

N/A

Related Resources

- [Know Your Rights \(http://paimmigrant.org/sites/default/files/Know%20Your%20Rights%20booklet_English.pdf\)](http://paimmigrant.org/sites/default/files/Know%20Your%20Rights%20booklet_English.pdf) - Guide to protecting yourself and your family during immigration raids (PDF, CASA of Maryland and other organizations).
- [Immigration to Tennessee \(http://www.usimmigrationsupport.org/tennessee.html\)](http://www.usimmigrationsupport.org/tennessee.html) - Resources for immigrants to Tennessee (U.S. Immigration Support).
- [Tennessee Immigrant and Refugee Rights Coalition \(http://www.tnimmigrant.org/\)](http://www.tnimmigrant.org/) - Advocacy group for immigrants in Tennessee (in English, Spanish and Chinese).

Get in Touch with an Attorney to Discuss Tennessee State Immigration Laws

Immigration laws are notoriously complicated and the consequences of a wrong decision can be catastrophic. For these reasons, it's important to contact an experienced [immigration attorney \(https://lawyers.findlaw.com/lawyer/practicestate/immigration-naturalization-law/tennessee?fli=dcta\)](https://lawyers.findlaw.com/lawyer/practicestate/immigration-naturalization-law/tennessee?fli=dcta), who can help plan your immigration process carefully, taking into consideration your individual needs.

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Next Steps

Contact a qualified immigration attorney to help you get the best results possible.

(e.g., Chicago, IL or 60611)

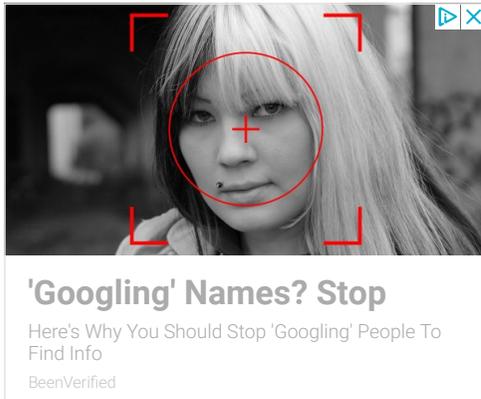
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SENATE BILL 1310

By Tracy

AN ACT to amend Tennessee Code Annotated, Title 7,
relative to local government cooperation with
federal officials regarding immigration status of
persons in this state.

BE IT ENACTED BY THE GENERAL ASSEMBLY OF THE STATE OF TENNESSEE:

SECTION 1. Tennessee Code Annotated, Title 7, is amended by adding the following
as a new chapter 68:

Section 7-68-101.

(a) The general assembly hereby finds, determines and declares that:

(1) Sanctuary policies are local government ordinances or policies that
prohibit local officials, including peace officers, from communicating or
cooperating with federal officials with regard to the immigration status of any
person within the state;

(2) The matters contained in this act have important statewide
ramifications for compliance with and enforcement of federal immigration laws;
and

(3) Sanctuary policies allow illegal immigrants to reside within Tennessee
and to undermine federal immigration law.

(b) The general assembly therefore declares that the matters addressed in this
chapter are matters of statewide concern.

Section 7-68-102. As used in this chapter, unless the context otherwise requires, "local
government" means a town, city, county with a metropolitan form of government, or county.

Section 7-68-103.

(a) No local government, whether acting through its governing body or by an initiative, referendum, or any other process, shall enact any ordinance or policy that limits or prohibits a peace officer, local official, or local government employee from communicating or cooperating with federal officials with regard to the immigration status of any person within this state.

(b)

(1)

(A) A law enforcement officer who has probable cause that an arrestee for a criminal offense is not legally present in the United States shall report such arrestee to the United States immigration and customs enforcement office if the arrestee is not held at a detention facility. If the arrestee is held at a detention facility and the county sheriff reasonably believes that the arrestee is not legally present in the United States, the sheriff shall report such arrestee to the federal immigration and customs enforcement office.

(B) This subsection (b) shall not apply to arrestees who are arrested for a suspected act of domestic assault under § 39-13-111, until such time as the arrestee is convicted of a domestic violence offense.

(2) The governing body of each local government shall provide notice in writing to law enforcement officers of the duty to cooperate with state and federal officials with regards to enforcement of state and federal laws regarding immigration and comply with subdivision (b)(1). Each governing body shall provide written confirmation to the general assembly that it has provided such notice and shall annually, on or before March 1 of each year, report to the speaker of the senate and the speaker of the house of representatives of the

general assembly the number of reports made to the United States immigration and customs enforcement office pursuant to this chapter.

(3) The general assembly finds and declares that the state attorney general and reporter and all appropriate state and local law enforcement agencies should vigorously pursue all federal moneys to which the state may be entitled for the reimbursement of moneys spent to enforce federal immigration laws.

(4) A local government that violates subsection (a) or subdivision (b)(2) shall not be eligible to receive local government financial assistance through grants administered by the department of economic and community development until such time as the ordinance or policy is no longer in effect.

SECTION 2. This act shall take effect upon becoming a law, the public welfare requiring it.



State of Tennessee

PUBLIC CHAPTER NO. 665

HOUSE BILL NO. 222

By Representatives Ragan, Sherrell, Powers, Lynn

Substituted for: Senate Bill No. 272

By Senators Pody, Bowling, Green, Stevens

AN ACT to amend Tennessee Code Annotated, Title 55, Chapter 50, relative to driver licenses issued to noncitizens and persons without lawful permanent residence.

BE IT ENACTED BY THE GENERAL ASSEMBLY OF THE STATE OF TENNESSEE:

SECTION 1. Tennessee Code Annotated, Section 55-50-321, is amended by adding the following language as a new subsection:

(i)

(1) Any person presenting a driver license from a state that issues driver licenses to illegal aliens for the purposes of obtaining a Tennessee driver license shall be required to establish proof of United States citizenship, lawful permanent resident status, or, in the case of a temporary driver license, a specified period of authorized stay in the United States.

(2) The department is authorized to promulgate rules necessary to effectuate this subsection (i) in accordance with the Uniform Administrative Procedures Act, compiled in title 4, chapter 5. The department is also authorized to utilize any process to comply with any rules and regulations, exemptions, and policies promulgated by the United States secretary of homeland security or other state or federal agency.

SECTION 2. For the purpose of promulgating rules, forms, and procedures and making necessary provisions for implementation of this act, this act shall take effect upon becoming a law, the public welfare requiring it. For all other purposes, this act shall take effect July 1, 2018, the public welfare requiring it.

HOUSE BILL NO. 222

PASSED: March 28, 2018



BETH HARWELL, SPEAKER
HOUSE OF REPRESENTATIVES



RANDY MCNALLY
SPEAKER OF THE SENATE

APPROVED this 12th day of April 2018



BILL HASLAM, GOVERNOR



State of Tennessee

PUBLIC CHAPTER NO. 973

HOUSE BILL NO. 2315

By Representatives Reedy, Terry, Jerry Sexton, Moody, Rogers, Matthew Hill, Goins, Eldridge, Byrd, Matheny, Boyd, Matlock, Dawn White, Weaver, Keisling, Zachary, Van Huss, Carr, Vaughan, Crawford, Hawk, Whitson, Tillis, Kane, Calfee, Marsh, Cameron Sexton, Lynn, Johnson, Moon, Timothy Hill, Holt, Casada, Holsclaw, Halford, Harry Brooks, Kevin Brooks, McCormick, Carter, Travis, Gant, Smith, Sherrell, Powers, Lollar, Gravitt, Sparks, Littleton, Hulsey, Coley, Ragan, Doss, Lamberth, Howell, Hicks, Williams, Faison, Kumar, Butt, Forgety, Madam Speaker Harwell, Daniel, Rudd, Alexander, Mark White, Wirgau, Windle

Substituted for: Senate Bill No. 2332

By Senators Green, Bell, Ketron, Roberts, Pody, Southerland, Bowling, Jackson, Gresham, Reeves, Hensley, Lundberg

AN ACT to amend Tennessee Code Annotated, Title 4; Title 7; Title 8; Title 9; Title 38; Title 39 and Title 40, relative to immigration.

BE IT ENACTED BY THE GENERAL ASSEMBLY OF THE STATE OF TENNESSEE:

SECTION 1. Tennessee Code Annotated, Title 4, is amended by adding the following language as a new chapter:

4-59-101.

The general assembly finds, determines, and declares that:

(1) Because the matters contained in this chapter have important statewide ramifications for compliance with and enforcement of federal immigration laws and for the welfare of all citizens in this state, these matters are of statewide concern;

(2) Allowing illegal immigrants to reside within this state undermines federal immigration laws and state laws allocating available resources; and

(3) The attorney general and reporter and all appropriate state law enforcement agencies are to vigorously pursue all federal moneys to which the state may be entitled for the reimbursement of moneys spent to comply with federal immigration laws.

4-59-102.

As used in this chapter:

(1) "Law enforcement agency":

(A) Means an agency in this state charged with enforcement of state or federal laws, or with managing custody of detained persons in this state, and includes, but is not limited to, state police, campus police, and the department of safety; and

(B) Includes officials, representatives, agents, and employees of an agency described in subdivision (1)(A);

(2) "Official" means an agent, employee, member, or representative of a state governmental entity, but does not mean the attorney general and reporter;

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(3) "Sanctuary policy" means any directive, order, ordinance, resolution, practice, or policy, whether formally enacted, informally adopted, or otherwise effectuated, that:

(A) Limits or prohibits any state governmental entity or official from communicating or cooperating with federal agencies or officials to verify or report the immigration status of any alien;

(B) Grants to aliens unlawfully present in the United States the right to lawful presence within the boundaries of this state in violation of federal law;

(C) Violates 8 U.S.C. § 1373;

(D) Restricts in any way, or imposes any conditions on, a state or local governmental entity's cooperation or compliance with detainers from the United States department of homeland security, or other successor agency, to maintain custody of any alien or to transfer any alien to the custody of the United States department of homeland security, or other successor agency;

(E) Requires the United States department of homeland security, or other successor agency, to obtain a warrant or demonstrate probable cause before complying with detainers from the department to maintain custody of any alien or to transfer any alien to its custody; or

(F) Prevents law enforcement agencies from inquiring as to the citizenship or immigration status of any person; and

(4) "State governmental entity" means any state agency, bureau, commission, council, department, law enforcement agency, or unit thereof, but does not mean the office of the attorney general and reporter.

4-59-103.

No state governmental entity or official shall adopt or enact a sanctuary policy. A state governmental entity that adopts or enacts a sanctuary policy is ineligible to enter into any grant contract with the department of economic and community development until the sanctuary policy is repealed, rescinded, or otherwise no longer in effect.

4-59-104.

(a) A person residing in a municipality or county who believes a state governmental entity or official has violated § 4-59-103 may file a complaint in chancery court in that person's county of residence.

(b) The person filing the complaint has the burden of proving by a preponderance of the evidence that a violation of § 4-59-103 has occurred.

(c) If the court finds the state governmental entity or official is in violation of § 4-59-103, the court shall issue a writ of mandamus against the entity or official ordering the entity or official to comply with § 4-59-103, enjoin the entity or official from further interference, and take other action to ensure compliance as is within the jurisdiction of the court.

(d) A state governmental entity or official has no less than one hundred twenty (120) days from the date of the court's order to comply with the order. If, after one hundred twenty (120) days, the entity or official has not complied with the court's order, the court may take whatever action necessary to enforce compliance.

(e) Upon a finding by the court that a state governmental entity or official has adopted or enacted a sanctuary policy, the state governmental entity, or the entity to which the official belongs, becomes ineligible to enter into any grant contract with the department of economic and community development. Ineligibility commences on the

HB 2315

date the court finds that the state governmental entity or official is in violation of § 4-59-103 and continues until such time that the court certifies that the sanctuary policy is repealed, rescinded, or otherwise no longer in effect.

SECTION 2. Tennessee Code Annotated, Section 7-68-102, is amended by deleting the section and substituting the following:

As used in this chapter:

(1) "Law enforcement agency":

(A) Means an agency of a political subdivision of this state charged with enforcement of state, county, municipal, or federal laws, or with managing custody of detained persons in this state, and includes, but is not limited to, county and other municipal police departments and sheriffs' departments; and

(B) Includes officials, representatives, agents, and employees of an agency described in subdivision (1)(A);

(2) "Local governmental entity" means a governing body, board, commission, committee, department, or law enforcement agency of a municipality, county, or other political subdivision of this state;

(3) "Official" means an agent, employee, member, or representative of a local governmental entity; and

(4) "Sanctuary policy" means any directive, order, ordinance, resolution, practice, or policy, whether formally enacted, informally adopted, or otherwise effectuated, that:

(A) Limits or prohibits any local governmental entity or official from communicating or cooperating with federal agencies or officials to verify or report the immigration status of any alien;

(B) Grants to aliens unlawfully present in the United States the right to lawful presence within the boundaries of this state in violation of federal law;

(C) Violates 8 U.S.C. § 1373;

(D) Restricts in any way, or imposes any conditions on, a state or local governmental entity's cooperation or compliance with detainers from the United States department of homeland security, or other successor agency, to maintain custody of any alien or to transfer any alien to the custody of the United States department of homeland security, or other successor agency;

(E) Requires the United States department of homeland security, or other successor agency, to obtain a warrant or demonstrate probable cause before complying with detainers from the department to maintain custody of any alien or to transfer any alien to its custody; or

(F) Prevents law enforcement agencies from inquiring as to the citizenship or immigration status of any person.

SECTION 3. Tennessee Code Annotated, Section 7-68-103, is amended by deleting the section and substituting instead the following:

No local governmental entity or official shall adopt or enact a sanctuary policy. A local governmental entity that adopts or enacts a sanctuary policy is ineligible to enter into any grant contract with the department of economic and community development until the sanctuary policy is repealed, rescinded, or otherwise no longer in effect.

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SECTION 4. Tennessee Code Annotated, Section 7-68-104(c), is amended by deleting the subsection and substituting instead the following:

(c)

(1) If the court finds the local governmental entity or official is in violation of § 7-68-103, the court shall issue a writ of mandamus against the entity or official ordering the entity or official to comply with § 7-68-103, enjoin the entity or official from further interference, and take other action to ensure compliance as is within the jurisdiction of the court.

(2) Upon a finding by the court that a local governmental entity or official has adopted or enacted a sanctuary policy, the local governmental entity, or the entity to which the official belongs, becomes ineligible to enter into any grant contract with the department of economic and community development. Ineligibility commences on the date the court finds that the local governmental entity or official is in violation of § 7-68-103 and continues until such time that the court certifies that the sanctuary policy is repealed, rescinded, or otherwise no longer in effect.

SECTION 5. Tennessee Code Annotated, Title 7, Chapter 68, is amended by adding the following language as a new section:

(a) All law enforcement agencies and officials are authorized, in accordance with 8 U.S.C. § 1357(g)(10), to communicate with the appropriate federal official regarding the immigration status of any individual, including reporting knowledge that a particular alien is not lawfully present in the United States or otherwise to cooperate with the appropriate federal official in the identification, apprehension, detention, or removal of aliens not lawfully present in the United States.

(b) A law enforcement agency may negotiate the terms of a memorandum of agreement between the law enforcement agency and the appropriate federal official in 8 U.S.C. § 1357(g), concerning the enforcement of federal immigration laws. Any memorandum of agreement negotiated pursuant to 8 U.S.C. § 1357(g) must:

(1) Be entered into in accordance with federal law;

(2) Require that each officer employed by the law enforcement agency be trained in accordance with the memorandum of agreement between the law enforcement agency and the appropriate federal official concerning the law enforcement officer's role in enforcing federal immigration laws, in accordance with 8 U.S.C. § 1357(g); and

(3) Allow for the enforcement of federal immigration laws to the full extent permitted under federal law.

(c)

(1) Whenever a law enforcement agency enters into a memorandum of agreement pursuant to subsection (b), notice of the agreement must be submitted in writing to the governor, the office of the lieutenant governor, who shall transmit the notice to the members of the senate, and the office of the speaker of the house of representatives, who shall transmit the notice to the members of the house of representatives.

(2) Any renewal, modification, or termination of a memorandum of agreement must be reported in the same manner as the original memorandum of agreement in subdivision (c)(1).

SECTION 6.

(a) This act shall be implemented in a manner consistent with federal laws regulating immigration, protecting the civil rights of all persons, and respecting the privileges and immunities of United States citizens.

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(b) In complying with the requirements of this act, no law enforcement officer shall consider an individual's race, color, or national origin, except to the extent permitted by the United States or Tennessee constitution, and federal law.

(c) If any part or provision of this act is in conflict or inconsistent with applicable provisions of federal law, or otherwise held to be invalid or unenforceable by any court of competent jurisdiction, such part or provision shall be suspended and superseded by such applicable laws, and the remainder of this act shall not be affected thereby.

SECTION 7. This act shall take effect January 1, 2019, the public welfare requiring it.

HOUSE BILL NO. 2315

PASSED: April 25, 2018



BETH HARWELL, SPEAKER
HOUSE OF REPRESENTATIVES



RANDY MCNALL
SPEAKER OF THE SENATE

APPROVED this _____ day of _____ 2018

BILL HASLAM, GOVERNOR



BILL HASLAM
GOVERNOR
STATE OF TENNESSEE

May 21, 2018

The Honorable Beth Harwell
Speaker of the House of Representatives
425 5th Avenue North
Suite 600 Cordell Hull Bldg.
Nashville, TN 37243

RE: House Bill 2315

Dear Speaker Harwell,

Federal immigration laws are important to the safety and security of our great country, but House Bill 2315 is a solution looking for a problem and has primarily served to stir up fear on both sides of the issue, which distracts from focusing on real problems as well as the opportunities in front of us. Sanctuary cities are already prohibited by state law and do not exist in Tennessee.

Opponents of this bill have argued that the bill is unconstitutional. Yet, amendments during the legislative process removed significant questions regarding the bill's constitutionality. To be clear, this is not a mass deportation bill, and it does not require our law enforcement agencies to serve as immigration enforcement officials or make arrests based on immigration status.

In its final form, the bill prohibits the State and local governments from adopting ordinances, policies, or practices that subvert enforcement of federal law, and it permits—but does not require—local law enforcement to enter into agreements with federal agencies regarding cooperation. Tennessee law is already strong in this area. We prohibit ordinances and written policies that restrict local officials from complying with federal immigration laws, require employer verification of immigration status, encourage communication with federal agencies, and prohibit providing public benefits to those unlawfully in the United States.

For these reasons and others, House Bill 2315 will become law without my signature.

Respectfully,

A handwritten signature in black ink, appearing to read "Bill Haslam".

Bill Haslam

cc: The Honorable Randy McNally, Lieutenant Governor and Speaker of the Senate

The following information was placed on the State of Tennessee, Office of Criminal Justice Programs on March 20, 2019

Federal Application Narrative for Review and Comment

Tennessee's Department of Finance and Administration will apply for federal funds to combat illegal drug and violent crime activities in Tennessee under the 2019 Byrne Memorial Justice Assistance Grant (JAG) program. The estimated amount allocated to Tennessee is \$4,787,157 (2018 Allocation Amount). A summary of the OCJP Byrne JAG Grant application narrative is available for public review and comment [here](#).

Written comments should be sent no later than Friday April 19, 2019 to:

Office of Criminal Justice Programs
312 Rosa L. Parks Ave. North, Suite 1800
Nashville, TN 37243-1102.

Announcements

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Attention: Attendees at the Route 91 Harvest Festival on October 1, 2017

If you or a family member were at the Route 91 Harvest Festival attack on Sunday, October 1, Nevada's Crime Victim Compensation program may be able to help you pay for expenses such as medical bills, funeral expenses, mental health treatment, or lost wages. You may apply for help whether or not you were physically injured in the attack. You do not have to be a resident of the State of Nevada to apply. Even if you have no expenses today, we encourage you to apply now in case you incur expenses in the future, such as counseling. Please go to the Vegas Strong Resiliency Center website and complete the intake form and then go the Nevada Crime Victim Compensation link. <https://vegasstrongrc.org/>

Career Opportunities with OCJP

[Grants Program Manager Position Announcement](#) (Posted 8/13/18)

Domestic Violence Awareness

Domestic Violence Awareness Month October 2018 [Proclamation](#) signed by Governor Haslam.

OCJP Funded Agencies - [Domestic Violence Awareness Month Activities Around the State of Tennessee](#).

Public Service Announcements

As part of the Governor's 2016 Public Safety Action Plan, the Department of Safety and Homeland Security, funded by a grant under the Office of Criminal Justice Programs (OCJP) from the Bureau of Justice Assistance, has

available to victims. The domestic violence campaign consists of four (4) public service announcements (PSAs) and two (2) poster creations to be displayed statewide that show the warning signs/ red flags of domestic violence, victim empowerment and peer support/ accountability. Each public service announcement provides the phone number and the website address for the statewide domestic violence helpline, operated by Prevent Child Abuse Tennessee, to obtain support, information, and resources.

Mirror Mirror

[Video](#)

Make the Call

[Video](#) [Poster](#)

Hard to Watch

[Video](#) [Poster](#)

Lend a Hand

[Video](#)

University of Memphis DVPSA project presentation

<http://ddeck.io/5a6761f4a57ebf0ed17639cf>

In the News

[New center to offer services to domestic violence, sexual assault victims](#)

[Family Justice Center will be a safe place for victims](#)

Other

The final rule for its Victims of Crime Act (VOCA) Formula Victim Assistance Grant Program was published in the Federal Register with an effective date of August 8, 2016. OCJP will have an effective date of January 1, 2017 for the new VOCA regulations. Please review the new regulations, <https://www.gpo.gov/fdsys/pkg/FR-2016-07-08/pdf/2016-16085.pdf>.

If you are interested in open solicitations go to [Grant Applications](#).

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Office of Criminal Justice Programs

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Attention: Attendees at the Route 91 Harvest Festival on October 1, 2017

If you or a family member were at the Route 91 Harvest Festival attack on Sunday, October 1, Nevada's Crime Victim

Tennessee Narrative Statement for 2019 Byrne Memorial Justice Assistance Grant (JAG) Program

The Tennessee Office of Criminal Justice Programs (OCJP) 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, measuring the performance of, and evaluating the results of those decisions. Our strategic program management process looks several years ahead of daily grants management activities at the changing needs of Tennessee's justice system. The process 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.

As in most states, the majority of Tennessee's criminal justice dollars continue to be raised from local taxes and spent on local and state criminal justice priorities and problems. Crimes are committed locally, and that is where offenders are apprehended, defendants tried, sentences determined and carried out, and where services are provided for both the victims of the crime and offenders. Because the Statewide Multi-year Strategy serves as the blueprint for all coordinated drug and violent crime control efforts in the State and the rehabilitative services for those that commit those crimes and the reparative services for those victimized, it is imperative that the State utilize a strategic planning process that reflects the perspectives of these practitioners. It must be as inclusive as possible. To that end, the Office of Criminal Justice Programs (OCJP) takes a data-driven approach and proactively seeks input from practitioners on the local, state and federal levels to assist in influencing the strategy. OCJP gathers practitioner information through a variety of planned information gatherings, training conferences and seminars, as well as through informal meetings and surveys. This strategy document is a reflection of this information gathered from across the State as well as data from across the Nation.

OCJP's JAG application takes the overall strategic plan and attempts to address some of the systemic as well as local issues and addresses statewide and community needs identified through current relevant data around crime and victimization. OCJP attempts to leverage all State and Federal fund sources to maximize the individual strategies in addressing the issues.

The data contained in the statewide strategic plan demonstrates the following nine areas of need:

- System weaknesses tied to domestic violence and sexual assault
- Gang intelligence and a coordinated approach to apprehension and prosecution of drug offenses (to include the opioid epidemic) and violent crimes
- Data-driven, location-based strategies to crime reduction
- Meeting basic infrastructure issues such as law enforcement equipment, domestic violence shelter enhancements and criminal justice and victim service practitioners' training
- Community-based crime prevention & education activities
- Case backlog and programs designed to minimize time and maximize effectiveness of court
- Improve criminal justice information sharing and integrated systems
- Evidence-based programs and personnel found to reduce recidivism of inmates housed locally
- Expansion of victim services through Criminal Justice systemic collaborations such as Family Justice Centers

While the Tennessee Office of Criminal Justice Programs is not implementing significant changes to the 2017 Tennessee Statewide Five Year Strategy and the two subsequent annual addendums, OCJP is excited about the opportunity this grant provides to impact crime in Tennessee over the next several years. OCJP will continue to seek information and input from our local and state level peers to enhance our understanding of the current needs and issues Tennessee faces over the course of this multi-year plan. Each year this office will use these grant funds as well as other fund sources to implement specific strategies to address the most pressing issues. Intended use of these JAG grant funds include the following (changes may take place based on current needs which are fluid):

Program Responses	# of Grants	JAG Priority Area	Amount of Funding
Community Crime Prevention	16	Prevention and Education	\$1,300,000
Correctional Programming	9	Corrections & Community Corrections	\$950,000
Correctional Programming	3	Prosecution & Court	\$195,000
Criminal Justice Professional Enhancement Training	4	Law Enforcement Programs	\$290,000
Criminal Justice Professional Enhancement Training	2	Prosecution & Court Programs	\$95,000
Innovations in Investigative Techniques	2	Prosecution & Court Programs	\$111,500
Law Enforcement Equipment	17	Law Enforcement Programs	\$1,300,000
Multi-Jurisdictional Drug & Violent Crime Task Forces	18	Law Enforcement Programs	\$980,000
Pretrial Service Delivery	1	Planning Evaluation and Technological Improvement Programs	\$100,000
Pretrial Service Delivery	2	Prosecution & Court	\$240,000
Victim Services	2	Crime Victim and Witness Initiatives	160,000

Directions for Governing Body Review and Governor Signature

- 1) Submit full application to federal GMS
- 2) Submit State Legislatures Notification
 - a. <http://wapp.capitol.tn.gov/apps/FGrant/>
- 3) Submit to the State website full application along with legislature notification
- 4) Start 30 day notice count down
- 5) Send date to Jennifer and have all documentation ready for Governor's Office
- 6) Get signed documentation from Governor's Office
 - a. Send to Yolaine
 - b. Upload to GMS system

Notification of Federal Grant Application

Public Chapter 1029 requires that "each state agency shall report to the chairs of Finance, Ways and Means Committees of the Senate and the House of Representatives and to the office of Legislative Budget Analysis when the agency applies for a federal grant of more than \$100,000."

Please fill in all applicable information.

Date of Application: 6/24/2019

Agency Reporting: Department of Finance & Administration, Office of Criminal Justice Programs

Allotment Code: 31706

Contact: Daina Moran

Phone #: 615-253-8758

email: daina.moran@tn.gov

Grant Applied For: 2019 Byrne Justice Assistance Grant- State Solicitation

Grant Dates: Beginning: 10/1/2018 -- Ending: 9/30/2022

Amount: \$4,787,157

Match Required? No

Type Match: None

Match Amount: 0.00

Federal Agency: Bureau of Justice Assistance

CFDA #: 16.378

Program Title: Edward Byrne Memorial Justice Assistance Grant (JAG)

Types: Existing, Block, Formula

Pass-Through? Yes

Is this an Affordable Care Act Grant? No

Purpose of Grant: Provides states critical funding to support a range of program areas including lawenforcement,prosecution and court, prevention and education, corrections and community corrections, drug treatment and enforcement, crime victim/witness initiatives, and planning, evaluation, and technology improvement programs.

Other Comments / Explanation: This notice will allow for process to get the Governor's Signature on Certification necessary for Accepting Award and Obligating Funds. The process is as follow:Directions for Governing Body Review and Governor Signature1) Submit full application to federal GMS2)Submit State Legislatures Notificationa. <http://wapp.capitol.tn.gov/apps/FGGrant/3>) Submit to the State website full application along with legislature notification4) Start 30 day notice count down5) Send date to Director and have all documentation ready for Governor's Office6) Get signed documentation from Governor's Office

Notification forms will be sent to the following:

House Finance, Ways & Means Committee

Chairman Charles Sargent
624-A, Cordell Hull Building
425 5th Avenue North
Nashville, Tennessee 37243
rep.charles.sargent@capitol.tn.gov

Senate Finance, Ways & Means Committee

Chairman Bo Watson
706-A, Cordell Hull Building
425 5th Avenue North
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Office of Legislative Budget Analysis

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