



# Office of Justice Programs

## INNOVATION • ACCOUNTABILITY • EFFICIENCY

*The Office of Justice Programs delivers unique value to state, local, and tribal justice systems through knowledge sharing, technical assistance, and grants administration.*

*OJP's administration and management offices support the work of OJP and the justice community to address the most pressing crime-related challenges confronting the justice system, by developing innovative approaches, using efficient methods, and being accountable for OJP funding.*

### FIVE KEY AREAS OF OJP'S FEDERAL LEADERSHIP

- 1. Developing and disseminating knowledge** about the causes of crime and delinquency—and what works to reduce and prevent it.
- 2. Supporting innovation** that localities cannot fund on their own.
- 3. Supporting technical assistance and training** to build capacity leading to sustainable change.
- 4. Using flagship grant programs** to drive change and address key needs in the criminal justice and juvenile justice fields.
- 5. Collecting and disseminating independent and credible national statistics** on crime.

# INNOVATION

## In Fiscal Year 2012, OJP Automated Its Intensive, Risk-Based Assessment Process To Strengthen Grant Monitoring.

OJP's Office of Audit, Assessment, and Management (OAAM), in collaboration with OJP's Office of the Chief Financial Officer (OCFO), designed and implemented an automated risk assessment process to identify grants posing the greatest risk to OJP and most in need of indepth programmatic monitoring.

### *OJP developed innovations, including:*

#### ...using technology to improve the grant management process.

The Office of Audit, Assessment, and Management (OAAM) and Office of the Chief Information Officer (OCIO) enhanced OJP's Grants Assessment Tool (GAT) by converting its monitoring assessment function to SharePoint, providing greater flexibility and capacity to users within OJP. This effort achieved efficiencies and cost savings by **increasing the accuracy and consistency of risk assessment results**, and ultimately lowering the time and labor cost of the risk assessment process for program offices.

#### ...creating a new, automated solicitation and contract writing tool.



Called the Justice Programs Acquisition Management System (JPAMS), it allows OJP to manage procurement actions with greater accuracy, increased efficiency, and improved accountability.

#### ...using technology to reach its stakeholders more effectively.

The Office of Communications (OCOM), in partnership with the Discovery Education Network, developed a 30-minute webinar for teachers and students on the topic of children exposed to violence, featuring an introduction from Attorney General Eric Holder on the Defending Childhood Initiative. Approximately **2,000 students and teachers viewed the webinar live**. The webinar is now available through video-on-demand and is reaching thousands more.



#### ...using new media to spread its message.

The Office of Communications (OCOM) took the lead in bringing social media platforms to OJP.

**OJP's Facebook and Twitter accounts went live** in August 2012,

followed by the Bureau of Justice Assistance, National Institute of Justice, and Office for Victims of Crime. The number of "Likes" and "Followers" grows daily on all sites.



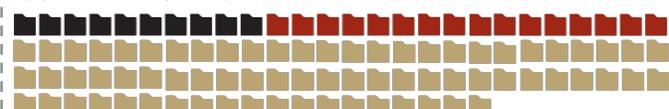
#### ...enhancing its information infrastructure.

The Office of the Chief Information Officer (OCIO) has been hard at work, enhancing OJP's information infrastructure and technical capabilities. The new Voice-over-IP phone system **will save well over half a million dollars a year**. OCIO has improved connectivity for teleworkers and is also developing a Mobile Strategy that will support tablets, Smart phones, and "bring your own device" proposals.



#### ...supporting DOJ's small business goals.

In FY12, OJP's Office of Administration's Acquisition Management Division (AMD) **awarded 97 new contracts to small businesses** in the amount of \$21,283,167, equaling approximately 27 percent of the total contract dollars.



■ New Historically Underutilized Business Zones  
■ New Service-Disabled Veteran-Owned Businesses  
■ Other Small Business Categories

# ACCOUNTABILITY

## In Fiscal Year 2012, OJP Exceeded Statutory Requirements for Grant Monitoring.

OJP completed programmatic and/or financial onsite visits and enhanced desk reviews of 1,374 grants totaling \$2.5 billion, exceeding (by twice the amount) the statutory requirement to monitor 10 percent of total award funding. OJP used a new process to monitor grantees remotely and substantially strengthened grant accountability during the year.

### OJP increased its accountability, including:

#### ...conducting a full-scale cost-savings strategy resulting in millions of dollars in savings.

OJP conducted an internal cost-savings initiative focused on reducing contract costs, restructuring its workforce, implementing more strategic operating measures, and improving business processes through automation and streamlining. Key areas of savings include technology



Improvements such as video teleconferencing, which enables OJP staff to connect with coworkers and customers worldwide and Voice-over-IP telecommunications. OJP identified multiple opportunities for insourcing contract-based services, reduced staff and leadership travel (exceeding OMB's expectation of a 30-percent reduction in travel costs), and reduced the number of mobile devices and other nonessential technological services. OJP estimates **current and expected short-term savings of more than \$2 million** as a result of these actions.

#### ...developing online grants financial management training to serve all DOJ grantees.

OJP's Office of the Chief Financial Officer (OCFO) developed and launched an online Grants Financial Management Training for all DOJ grant recipients that is designed to cover all the topics grantees need to ensure sound fiscal management of their awards. The development of this online training **improved grantee compliance with and understanding of grant requirements** and allowed OJP to decrease the number of regional training seminars from 11 in FY10 to 4 projected in FY13, saving more than \$700,000 from FY10 costs. The online training program enrolled 1,143 grantees during FY12, with 323 grantee completions, and 78 DOJ enrollees with 30 DOJ completions. Approximately 98 percent of those completing the course reported that the class met the stated learning objectives.

#### ...completing a desk review for every open, active grant.

In FY12, OJP **conducted 13,863 desk reviews**. Additionally, OJP has increased its use of monitoring grantees remotely through an Enhanced Programmatic Desk review.

#### ...providing legal guidance and information.

The Office of the General Counsel (OGC) administers the Freedom of Information Act (FOIA) for all of OJP's bureaus and offices. In FY12, OGC **processed and closed 359 FOIA requests**.



#### ...helping protect inmates from assault.

The Office for Civil Rights (OCR) staffed the Review Panel on Prison Rape's efforts to protect inmates in U.S. correctional facilities from sexual victimization. Based on the Panel's public hearings in 2011, which examined the practices of 10 U.S. prisons and jails, OCR produced *Report on Sexual Victimization in Prisons and Jails* (2012). The report **contributed to the immediate closing of one of the most notorious facilities** cited.



# EFFICIENCY

## In Fiscal Year 2012, OJP Reduced Operating Costs and Maintained Effective Oversight of More Than 12,600 Grants Worth \$9.5 Billion.

OJP made 2,876 grant awards in FY12, totaling more than \$1.7 billion, to criminal and juvenile justice organizations and victim service providers at the federal, state, local, and tribal levels to support public safety and justice initiatives in every part of the United States.

### *OJP created a number of efficiencies, including:*

#### **...minimizing operating costs and maintaining effective oversight of active grants.**

OJP **reduced its operating budget by more than \$9 million** while maintaining strong grant oversight for the combined portfolio of active grants, meeting or exceeding all monitoring goals and targets. OJP's administrative costs are quite low in comparison to the scope of its financial and grants management responsibilities. OJP is responsible for stewardship and internal control of more than 12,600 active grants totaling over \$9.5 billion in federal resources.



#### **...implementing tighter controls over conference costs and spending.**

OJP proactively implemented tighter conference cost controls and effectively implemented DOJ's new policies related to conferences serving OJP customers, resulting in **a reduction of \$1.7 million** in reported conference spending from FY11 to FY12. For FY12 events, OJP reviewed over 2,000 conference requests and lowered many costs as a result of this review.



#### **...avoiding more than \$7 million in improper payments.**

OJP's Office of Audit, Assessment, and Management (OAAM) identified 58,822 unallowable and overlapping charges in grant applications. As a result, OAAM was able to identify and rectify approximately \$5.8 million in duplicative payments. Additional reviews of payment requests prior to award found 68,808 unallowable charges totaling approximately \$1.8 million. OJP **saved a total of \$7.6 million** in program funds it then made available to cover legitimate costs in other programs.

#### **...achieving excellence in acquisition management.**

OJP's Office of Administration (OA) implemented several efficiencies in acquisition management.



The closeout process for expired contracts and undelivered orders was initiated promptly at the end of FY12, and more than **\$2.3 million in unused funding was de-obligated.**



The Justice Programs Acquisition Management System (JPAMS) will let OJP **move to an electronic records retention system** in FY13, saving time and money.

# OJP BY THE NUMBERS

*In FY12, OJP awarded nearly 2,900 grants totaling more than \$1.7 billion. This funding supports federal, state, local, and tribal partnerships, organizations, and individuals in their long-term and short-term efforts to improve public safety and create and sustain crime prevention initiatives.*

## Grants Management Activities

**233**

OJP Funding Solicitations  
Released in FY12

**1,374**

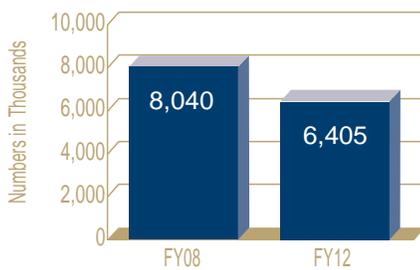
Grants Received Onsite  
Monitoring or Enhanced  
Desk Reviews

**13,863**

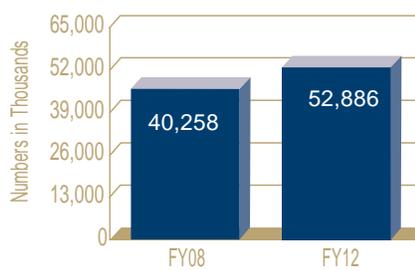
Grant Desk Reviews  
Completed in FY12

## Grants Management System Activity

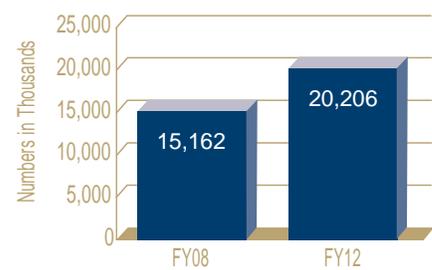
APPLICATIONS SUBMITTED



FEDERAL FINANCIAL REPORTS SUBMITTED



PROGRESS REPORTS SUBMITTED



**Note:** Federal Financial Reports are submitted quarterly for all awards, while Progress Report submissions vary for different grant programs (e.g., quarterly, biannually, annually).

**OJP's FY12 operating budget is less than 2 percent of the total resources it manages.**

$$\begin{array}{l} \$175 \text{ million} \\ \text{FY12 operating budget} \end{array} = \begin{array}{l} \mathbf{1.85\%} \\ \text{of total resources out of} \end{array} \times \begin{array}{l} \$9.5 \text{ billion} \\ \text{in 12,600 + active grants} \\ \text{in FY12} \end{array}$$

*The Office of Justice Programs provides **innovative leadership** to federal, state, local, and tribal justice systems by disseminating **state-of-the-art knowledge** and practices across America, and providing grants for the implementation of these **crime-fighting strategies**.*

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### **OJP's mission**

To increase public safety and improve the fair administration of justice across America through innovative leadership and programs.

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### **OJP's vision**

To be the premier resource for the justice community by:

- Providing and coordinating information, research and development, statistics, training, and support to help the justice community build the capacity it needs to meet its public safety goals.
  - Embracing local decision making while encouraging local innovation through national policy leadership.
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### **OJP's goals**

To strengthen partnerships with state, local, and tribal stakeholders.

To ensure integrity of, and respect for, science—including a focus on evidence-based, “smart on crime” approaches in criminal and juvenile justice.

To administer OJP's grant awards process in a fair, accessible, and transparent fashion—and, as good stewards of federal funds, manage the grants system in a manner that avoids waste, fraud, and abuse.

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### **Support Offices**

Equal Employment Opportunity Office (EEO)  
Office of Administration (OA)  
Office of Audit, Assessment, and Management (OAAM)  
Office of the Chief Financial Officer (OCFO)  
Office of the Chief Information Officer (OCIO)  
Office for Civil Rights (OCR)  
Office of Communications (OCOM)  
Office of the General Counsel (OGC)

### **Bureaus and Program Offices**

Bureau of Justice Assistance (BJA)  
Bureau of Justice Statistics (BJS)  
National Institute of Justice (NIJ)  
Office of Juvenile Justice and Delinquency Prevention (OJJDP)  
Office for Victims of Crime (OVC)  
Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART)