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EXECUTIVE DEPUTY COMMISSIONER

**TO:** Operation IMPACT District Attorneys and Police Chiefs  
**FROM:** Michael C. Green, Executive Deputy Commissioner  
**SUBJECT:** Operation IMPACT X – Request for Applications  
**DATE:** March 18, 2013

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I am pleased to announce the release of a Request for Applications (RFA) for Operation IMPACT X (SFY 2013-14). This funding will support eligible counties in reducing Part I crime, particularly violent crime, within the jurisdictions with the highest reported volume of violent crime. The Governor's goal is to maintain New York as the safest large state in the country. The focus is to use data and best practices to inform our enforcement and prosecution strategies, using all tools available to deter crime effectively.

Operation IMPACT provides funding, resources, and technical assistance to foster problem-solving partnerships amongst participating agencies. Successful crime reduction strategies must reflect the Governor's vision and include a data-driven process of timely and accurate crime reporting; crime analysis; criminal intelligence development; rapid deployment of personnel; formulation and evaluation of strategic operations; and a comprehensive preventive and prosecutorial component.

The local Operation IMPACT partnership monthly meetings will be the vehicle to ensure measurable progress. The required objective of these meetings is a method of measurement, analysis and accountability that will drive crime reduction efforts. Each meeting will continue to be centered on crime analysis and performance measures.

As in IMPACT IX, DCJS has chosen the crimes, using various methods of comparing reported crime incidents, for each of the partnerships to focus on in eligible Operation IMPACT primary police departments and the three DCJS-designated secondary sites (Hempstead, Middletown and Mount Vernon). Note: Jurisdictions may focus on additional crimes and/or may also seek approval from DCJS to choose different crime categories to be addressed with the provision of data-driven justification.

Finally, it is important to carefully review the RFA and its attachments to ensure that any new restrictions and changes are fully understood and adhered to. On behalf of Governor Cuomo, I thank you for your committed efforts at making our communities safe and I look forward to our work together.

NEW YORK STATE DIVISION OF CRIMINAL JUSTICE SERVICES  
OFFICE OF PUBLIC SAFETY

SFY 2013/2014 OPERATION IMPACT X GRANT PROGRAM  
REQUEST FOR APPLICATIONS

TABLE OF CONTENTS

	<u>Page</u>
I. Introduction.....	1
II. Eligibility .....	2
III. IMPACT Contract Requirements .....	4
IV. Responding to this RFA.....	6
RESPONSE 1 – IMPACT IX Strategy Assessment.....	6
RESPONSE 2 – Crime Analysis and Strategy Development.....	7
RESPONSE 3 – Performance Measures for IMPACT X.....	11
RESPONSE 4 – Sustainability.....	11
V. Budget Detail .....	12
VI. Application Evaluation Criteria.....	15
VII. RFA Inquiries.....	17
VIII. Submission Deadline.....	17
IX. Notification of Award .....	17
X. Administration of Contracts .....	17
XI. Contract Terms.....	19

**Attachments**

IMPACT Counties and Primary Police Departments .....	Attachment 1
Secondary Law Enforcement Agencies .....	Attachment 2
DCJS Grants Management System Information.....	Attachment 3
Recommended Crimes of Focus .....	Attachment 4
Recommended Best Practices .....	Attachment 5

**TABLE OF CONTENTS (continued)**

Re-entry Task Forces ..... Attachment 6  
Firearms Strategy Components..... Attachment 7  
Domestic Violence Strategies ..... Attachment 8  
Index Crime Counts & Rates ..... Attachment 9

Final Checklist ..... Attachment 10

## I. INTRODUCTION

Operation IMPACT is a highly focused initiative, with a strong emphasis on **law enforcement partnerships, crime analysis, intelligence development and information sharing**. To ensure Operation IMPACT resources are funneled to the appropriate areas, the jurisdiction that accounts for the highest volume of violent crime within each county is named as the “primary jurisdiction” and is the focus of the IMPACT crime reduction efforts.

This Request for Application (RFA) provides funding to support eligible counties and jurisdictions to prevent and reduce violent crime by using a multi-agency approach to implement strategies informed by data and analysis.

In order to assist in this year’s effort, DCJS staff has again conducted an analysis of reported crime for each IMPACT funded primary and DCJS-designated secondary police departments to establish what each jurisdiction should include as a focus of their crime reduction efforts. The analysis took into account the following factors: 2011 and 2012 volume and rate of crime incidents for each Part I crime and significant increases in incidents from 2011 to 2012 in a specific Part I crime. Domestic violence and firearm activity were also analyzed for high and/or increased volume of incidents. Note: Jurisdictions may focus on additional crimes and may also seek approval from DCJS to choose different crime categories to be addressed with the provision of data-driven justification (see Response II Part (A) – Responding to This RFA – Crime Analysis).

Reentry is a vital component of New York State’s overall criminal justice strategy. The state’s offender reentry efforts seek to promote offender success in the community and reduce the recidivism rate of offenders released from prison. As such, DCJS has provided counties across New York State with grants to establish Reentry Task Forces (CRTF), which are designed to devise community-specific, offender reentry strategies and coordinate services for offenders who are released from prison. If your County has a Reentry Task Force, your application must outline how the efforts of these two initiatives will be coordinated. IMPACT X will again require an IMPACT representative to attend the Reentry Task Force meetings to ensure ongoing coordination. A member of the IMPACT partnership will be required to report on the activity of the Task Force at the monthly IMPACT meetings. It is expected that the Department of Corrections and Community Supervision (Parole) will continue to play an integral role as a liaison between the Task Force and the IMPACT partnership.

Additionally, applicants are encouraged to utilize technology as an integral part of their overall strategy to reduce violent crime. Technological advances have expanded capabilities for law enforcement and agencies are encouraged to incorporate them within their strategies whenever practical.

**Note: Outcomes and performance will be closely monitored with a required emphasis on conducting effective monthly IMPACT meetings that are centered on crime analysis and performance measures (see Section III - Contract Requirements regarding the structure of these meetings).**

The 2013/2014 awards will be directed to those partnerships that present multifaceted strategies

based on best practices. **As always, funds awarded to successful Operation IMPACT applicants must be used to augment, not supplant, general funding.** Once awards are made, DCJS will execute one contract with each county for all county agencies awarded funding and separate contracts with other independent jurisdictions or agencies. The Partnership may still request one contract with DCJS for all agencies within a partnership.

This funding will provide support to the eligible counties and jurisdictions (see Attachments 1 & 2) to assist in reducing Part I crime, particularly violent crime within the jurisdictions with the highest reported volume of violent crime. **This RFA is fully competitive and continued funding of current year contract amounts is not automatic.** Any currently funded eligible agencies seeking a 2013/14 grant must respond to this RFA in order to be considered for an IMPACT X award.

Each IMPACT Partnership's overall funding request may not exceed **110%** of the amount of any prior IMPACT award. While there is no guarantee that previously funded positions will be refunded through IMPACT X, any budget requests for currently supported positions may not exceed the salary amount that was awarded for the position under IMPACT IX and requests for fringe benefits may not exceed the rate (percentage) paid under IMPACT IX or **25%**, whichever is less.

DCJS reserves the right to distribute all, or a portion of, available funds pursuant to this RFA. Any funds not distributed, and any funds not expended by a grantee, at the end of the contract period can be subsequently redistributed to support Operation IMPACT or related crime reduction activities according to a plan to be developed by the Commissioner of DCJS.

## II. ELIGIBILITY

The 17 IMPACT counties that received 2012/2013 Operation IMPACT funding are eligible to apply for continued funding in State Fiscal Year (SFY) 2013-14. The 17 counties, which continue to account for about 80% of the Part 1 crime outside of New York City, were selected based on the three-year (2009-2011) average volume of reported violent and property crimes known as UCR Part 1 offenses (murder, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft).

### **The following agencies are eligible to apply:**

- The District Attorney's Office and the primary police department in the 17 counties outside of New York City with the highest volume of Part 1 *violent crime* (see Attachment 1).
- Operation IMPACT County Sheriff's Offices and Probation Departments.
- DCJS-designated Operation IMPACT secondary jurisdictions (see Attachment 2).
- Other law enforcement agencies **currently funded through Operation IMPACT** (see Attachment 2).
- Other agencies within Operation IMPACT counties or primary jurisdictions that are approved by Operation IMPACT co-chairs (e.g., not-for-profit agencies, crime labs, etc.).

- Local governmental agencies that require funding to address the needs of certain populations (e.g. high risk youth). If a non-profit agency is used to accomplish this goal, then a subcontract with an eligible agency will be required. NOTE: The overall budget must still comply with the 110% restriction on the total partnership request.

State and Federal agencies are **not** eligible to receive Operation IMPACT funding.

**Additional Eligibility Requirements:**

- With the exception of the DCJS-designated secondary jurisdictions (Attachment 2), all agencies within the Operation IMPACT Partnership must be actively engaged in focusing on the reduction of crime in the primary Operation IMPACT jurisdiction. Partner agencies that have been assisting the primary jurisdictions are encouraged to provide similar resources in the DCJS-designated secondary jurisdictions provided this does not compromise the resources available to the primary jurisdiction.
- **Only one application**, approved by both of the Co-Chairs of the Operation IMPACT partnership, will be accepted from each of the counties. All applications must be submitted using the DCJS Grants Management System with one of the co-chair agencies taking the lead on the submission (see Attachment 3).
- The co-chairs must submit a Memorandum of Understanding (MOU) signed by themselves and all participating partner agencies. In addition, partner agencies, (not including the co-chair agencies) must submit letters of support outlining the contribution each agency will make to the strategy. NOTE: A signed MOU that includes a detailed description of each agency's contribution to the strategy may be submitted in place of the letters of support.
- All currently funded primary and DCJS-designated secondary police departments must have all full Part 1 crime reports in at the time that this application is submitted (through February 2013).
- All currently funded primary and DCJS designated secondary law enforcement agencies must have their Monthly Gun Data Report in at the time that this application is submitted (through February 2013).
- The application must be complete. (DCJS reserves the right to allow applicants to correct minor omissions in applications received by the due date.)
- Individual agency budget requests must be kept separate in each GMS application.
- Budget requests must be itemized and clearly support each component of the proposed strategy. The budget requests must be adequately justified and agreed upon by the Co-Chairs. Agencies should only request items that have been determined to be integral to strategy implementation and could not otherwise be supported through the agency general budget. ***Personnel costs must be listed for each individual position.*** For example, “*Three Crime Analysts @ \$70,000*” is not acceptable.
- The application must be submitted via the DCJS Grants Management System **by noon on April 18, 2013.**

### III. IMPACT X CONTRACT REQUIREMENTS

Each funded IMPACT X agency is contractually required to meet various monthly performance measures which are closely monitored by DCJS staff. Non-compliance with any of the requirements may result in either 1) a fiscal penalty being imposed or, 2) the contract being placed in “stop payment” status until the delinquent measure is brought into compliance.

The three contract requirements below are considered so critical to the effectiveness of each IMPACT partnership, that for each month an agency is non-compliant with any of the three following requirements, a fiscal penalty of 1/12 (one twelfth) of 20% of that agency’s total award amount may be imposed. These three requirements are:

- 1) **Monthly Meetings** – Monthly partnership meetings are critical for coordination and collaboration and must be held each month. These meetings are required to be structured to maximize the coordination, collaboration and accountability of partner agencies.
  - The IMPACT Co-Chairs, or their Executive level designee, and at least one representative from every IMPACT funded agency within the partnership must attend all monthly meetings. In the case of the District Attorney’s Office, if the District Attorney is unable to attend, the designee must be a supervising Assistant District Attorney.
  - The meetings must include an in-depth analysis of the IMPACT Crimes of Focus, performance measure outcomes and the need for strategy modification when applicable. In the jurisdictions where a Crime Analysis Center (CAC) exists, the CAC should play an integral role in the meeting through preparation (i.e., providing analysis of crimes of focus and related material) and participation.
  - A member of the IMPACT partnership will be required to provide a report on the activities of the Reentry Task force at the monthly IMPACT meetings.
  - Documented summaries including performance measure outcomes from each meeting with general plans and contributions of funded agencies in addressing crime problems shall be forwarded via e-mail to Jerry Miller, Operation IMPACT Program Manager ([gerard.miller@dcjs.ny.gov](mailto:gerard.miller@dcjs.ny.gov)) within five (5) business days of the meeting. Reports must be submitted using the DCJS monthly report format.
- 2) **Timely, Accurate Crime Data** – Each month, all **primary and DCJS-designated secondary** IMPACT law enforcement agencies must submit full Part 1 Crime reports to DCJS within 30 days following the end of the month that is being reported on. **IMPORTANT NOTE:** All UCR participating agencies are required to submit the following reports to DCJS within 30 days following the month that is being reported on: The full Return A “Monthly Offense Known to Police” (which includes Part 1 and 2 crimes); Arrests of Person 18 and Over; Arrests of Persons Under 18; Supplemental Homicide; Arson; Hate Crime; and Law Enforcement Officers Killed and Assaulted (LEOKA). IBR participating agencies are required to submit their monthly IBR extract file to DCJS along with the following two supplemental reports: Hate Crime and Law Enforcement Officers Killed and Assaulted (LEOKA), also within 30 days following the end of the reporting period. These reports can be accessed on the DCJS website<sup>1</sup>. All law enforcement agencies funded through

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<sup>1</sup> The DCJS website can be accessed at [www.criminaljustice.ny.gov](http://www.criminaljustice.ny.gov)

IMPACT must stay current with their monthly submission of all required crime reports to maximize the ability to obtain meaningful crime analysis by both the partnerships and DCJS. When the PD is unable to submit the data within 30 days, the Chief must submit the reasoning to DCJS while ensuring the data is submitted as soon as possible. If it is deemed that the reasoning for the late submission was out of the control of the police department, a waiver will be granted to avoid the fiscal penalty.

- 3) **Monthly Gun Data** – Both primary and DCJS designated secondary IMPACT Police Departments must submit the Monthly Gun Data Report within 30 days of the end of the month that is being reported on. When the PD is unable to submit the data within 30 days, the Chief must submit the reasoning to DCJS while ensuring the data is submitted as soon as possible. If it is deemed that the reasoning for the late submission was out of the control of the police department, a waiver will be granted to avoid the fiscal penalty.

*The monthly fiscal penalty will not be imposed more than once for any one month, in spite of an agency's non-compliance with more than one requirement.*

The seven contract requirements listed below are required to be met by each funded IMPACT agency. The contract of any funded agency that fails to meet even one requirement applicable to their agency may be placed in “stop payment” status, which prohibits vouchers submitted for reimbursement from being considered until the requirement is met. They are:

- 1) **Crime Guns** - All entries of crime guns are mandated to be submitted via eJusticeNY to the New York State Criminal Gun Clearinghouse. In addition, all crime guns must be submitted to the appropriate firearms laboratory for testing and entry into NBIN.
- 2) **Domestic Incident Report Database** - All IMPACT partners are required to participate in utilizing the DCJS Domestic Incident Report (DIR) Repository. The repository provides electronic, cross-agency access to DIRs filed by police departments and sheriff's offices in the 57 counties outside of New York City. This secure database automates information – previously only captured on paper – that will enable law enforcement to more safely respond to domestic incidents, improve the supervision of offenders on parole and probation and enhance the prosecution of domestic violence crimes. The repository currently contains more than 500,000 DIRs from agencies across Upstate and on Long Island. The repository contains about a year's worth of historical data (from October 2010) to the present. DIRs received by DCJS are entered into the system daily and available to be searched and viewed within 48 hours of receipt.

Contact the DCJS Customer Contact Center at [cccenter@dcjs.ny.gov](mailto:cccenter@dcjs.ny.gov), 518-457-5837 or 1-800-262-3257 for more information and to enroll.

- 3) **Domestic Incident Report Flag on Arrest Cards** – All New York State law enforcement agencies must flag arrest cards that are submitted to DCJS when a Domestic Incident Report (DIR) was completed as part of the arrest. All IMPACT funded law enforcement agencies are monitored monthly to ensure they are compliant with this requirement.
- 4) **DNA Collection** – All IMPACT funded law enforcement agencies are monitored monthly for the percentage of DNA samples that their agency owes. IMPACT funded law enforcement agencies are expected to ensure that all DNA databank collections are being taken in a timely manner and as required by law.



- 5) **Sex Offender Address Verification** – IMPACT law enforcement agencies are expected to be vigilant in verifying the addresses of all sex offenders assigned to their jurisdictions and promptly report the action taken on eJusticeNY. This is monitored monthly.
- 6) **Sex Offender Photos** – All IMPACT funded agencies are expected to be vigilant in ensuring all photos due from sex offenders assigned to their jurisdiction are obtained in a timely manner and promptly uploaded to eJusticeNY. This is monitored monthly.
- 7) **Operation IMPACT Annual Report** - The efforts of each funded jurisdiction are documented in the Operation IMPACT Annual Report, which the NYS Legislature mandates DCJS to submit each year. IMPACT funded agencies will be requested to submit their Operation IMPACT highlights at the end of the calendar year. Jurisdictions will be notified of a specific deadline by the Program Manager.

#### IV. RESPONDING TO THIS RFA

All applicants must use the DCJS Grants Management System (GMS) to apply for funding through this RFA, submitting one comprehensive application per county/partnership. Completing an application for IMPACT funding in GMS requires, in part, that all applicants provide comprehensive answers to Responses I - IV below. Responses should be developed using Microsoft Word and submitted as an attachment to the GMS application. Applicants may respond to the four sections as part of one document or as separate documents. The budget worksheet must be completed in the Excel format provided and submitted as an attachment. Budget justification narratives should be completed in a Word document and also submitted as an attachment. Once a final budget has been approved by DCJS and an award letter is received, applicants will be required to enter the approved budget in GMS.

#### **Response I: Assessment of IMPACT IX Strategy (5 Points)**

**Prior to developing this year’s strategy, it is critical to identify gaps in the previous year’s strategy and components that produced successful outcomes. In a separate Word document, entitle this page “Response I: IMPACT IX Strategy Assessment” and respond to the following questions. This document should not exceed two (2) pages.**

- What was the 2012 vs. 2011 increase/decrease in the crime categories selected as the focus for IMPACT IX funding?
- What were the obstacles your partnership encountered in implementing the IMPACT IX strategy and how were they resolved?
- What effect did IMPACT operations have with regard to the crimes-of-focus?
- An assessment of the positions and items funded under IMPACT IX, including the extent to which each position/item supported **did or did not** contribute to the successful implementation of the strategy.
- Which funds awarded under IMPACT IX were NOT spent for their original purpose and why?

## **Response II: Crime Analysis and Strategy Development (65 Points)**

**Note: READ THIS PART IN ITS ENTIRETY BEFORE RESPONDING**

### **Response II (Part A): Crime Analysis (10 Points)**

**In a separate Word document, entitle this page “Response II (Part A): Crime Analysis”. A summary of the results of the analysis shall be documented. This document should not exceed more than two (2) pages per crime.**

Informed decision making through data-driven policing is recognized within Operation IMPACT as the foundation for effective strategies and crime reduction. As indicated above, in order to assist in this effort, DCJS staff has conducted an analysis of the reported crime for each IMPACT funded primary and DCJS-designated secondary police departments to establish what each jurisdiction should include as a focus of their crime reduction efforts (see Attachment 4).

The analysis took into account the following factors: 2011 and 2012 volume and rate of crime incidents for each Part I crime and significant increases in incidents from 2011 to 2012 in a specific Part I crime. Five-year averages of Part I crime were taken into account as well. Domestic violence and firearm activity were analyzed for high and/or increased volume of incidents. **Note:** Jurisdictions may focus on additional crimes and may also seek approval from DCJS to choose different crime categories, in lieu of the DCJS-chosen crime categories, with the provision of data-driven justification. **This request must be made via e-mail to Jerry Miller, Operation IMPACT Program Manager, DCJS Office of Public Safety at [gerard.miller@dcjs.ny.gov](mailto:gerard.miller@dcjs.ny.gov) by April 1, 2013.**

For purposes of this RFA, applicants must conduct further comprehensive analysis of the DCJS “designated crimes” and any additional chosen crime categories, identifying patterns, trends, types, locations, motives (e.g., narcotics related, gang related, domestic, etc.). A summary of the significant points of the analysis should be submitted.

### **Response II (Part B): Strategy Development (50 Points)**

**In a separate Word document, entitle this page “Response II (Part B): Strategy for Addressing (fill in crime(s))” and respond to all of the requirements of this section. These documents should not exceed five (5) pages per strategy.**

The Operation IMPACT X goal is to continue to reduce incidents of Part 1 crime, particularly violent crime by addressing the crimes as indicated in Response II (Part A) and Attachment 4. All partnership members, led by the Chief of Police in the primary IMPACT jurisdiction and the District Attorney, must collectively develop a comprehensive, collaborative, and multifaceted strategy. **Note: Strategy options based on best practice are provided in Attachment 5.** Contributions from all participating partner agencies must be incorporated and clearly detailed in the overall crime reduction strategy. Whenever possible, the contribution of state and federal agencies, although not receiving funding, should also be detailed in each strategy component.

Applicants may use one strategy to address two crimes, for instance robbery and gun violence, if the components of the strategy would be similar.

### **Strategy Requirements**

Although there are many crime reduction strategies that a partnership can develop, DCJS requires that certain components be included in every strategy that is developed for IMPACT X. As such, each component listed below is required.

#### **Crime Analysis and Field Intelligence Components: Required (15 Points)**

It is required that the Crime Analyst provide the basis for discussion and action at the monthly partnership meeting by presenting crime analysis products that indicate the status of IMPACT performance measures as they pertain to the targeted crimes and current spikes in crime that require a coordinated response by the IMPACT Partnership. In addition to the analysis provided above in response to Part A, this response should include how the information provided by the crime analyst will be used routinely by command staff and other executive members of the IMPACT partnership for decision making and in assessing the effectiveness of each component of the strategy.

Likewise, the proactive collection of intelligence, and making this information available for analysis, must be incorporated into the overall crime reduction strategy. For those jurisdictions receiving funding for a Field Intelligence Officer (FIO), the strategy must clearly define what active roll the FIO(s) will take in the strategy.

Targeted debriefings, in particular those driven by current crime patterns and trends, are a valuable source of intelligence. New arrestees, individuals either incarcerated or under supervision, and suspicious activity captured through field intelligence reporting all provide instances where intelligence can be obtained and utilized. When the intelligence is shared with partner agencies, the effectiveness of the partnership is enhanced. The crime analysis and intelligence components that exist within a partnership should be coordinated and staff should work hand-in-hand with each other. It is imperative that agencies regularly monitor judicial decisions, particularly those related to the right to counsel, to ensure that debriefings are conducted within legal limitations. Agencies are encouraged to communicate with their District Attorney's office and civil attorney (County, Town or City Attorney) to ensure compliance with federal and state law and local policies governing debriefing procedures.

#### **Enforcement Component: Required (15 Points)**

A strategic enforcement effort is integral to any crime reduction initiative. All enforcement initiatives should be planned and deployed based on the current crime trends and intelligence. Examples include, but are not limited to: joint, directed, and/or saturation patrols; regular, focused debriefings of new arrests, individuals of interest, and parolees and probationers; warrant initiatives and sweeps; undercover drug operations; the development of strategies to curtail movement of criminal entities to avoid displacement of crime; the development of strategies to address nuisance properties with high volumes of calls for service; probation and parole operations including home visits and police ride-alongs; and use of license plate readers as both an enforcement and intelligence tool.

**Prosecution Component: Required (15 Points)**

An effective prosecution component is critical to a comprehensive crime reduction strategy. Each District Attorney’s Office should continue to enhance the crime reduction efforts by:

- Developing policies for addressing persistent offenders. Policies should be developed utilizing crime analysts to ensure accurate identification of this population through intelligence, data, and research.
- Developing prosecution strategies and plea policies that align with enforcement strategies and data regarding targeted crimes of focus;
- Utilizing vertical prosecution for flagged IMPACT cases.

It is extremely important to identify your violent offenders and offenders using firearms to commit crimes and to implement policies that reflect a strong prosecutorial stance on individuals committing violent criminal acts within your community. However, it is equally important to recognize that for non-violent offenders, the most effective interventions do not always involve incarceration. For some individuals, the most effective way to interrupt the cycle of reoffending is through diversion programs or other appropriate interventions such as deterrence programs designed to change behavior. For this reason, the prosecution component should include components like those bulleted below. Through the support of a crime analyst, the strategy should incorporate a thorough review of offender data, plea policies, prosecution strategies, etc.

- Participating in deterrence programs;
- Participating in diversion programs;
- Participating in Drug Courts and/or other specialty courts such as mental health courts.

**Coordination with Reentry Initiatives: Required (5 Points)**

Reentry is a vital component of New York State’s criminal justice strategy. The state’s offender reentry efforts seek to promote offender success in the community and reduce the recidivism rate of offenders released from prison. New York has embraced statewide and county specific initiatives to address this important public safety issue. In addition, several counties have additional successful efforts to reduce reoffending.

DCJS has provided 16 IMPACT counties across New York State with grants to establish County Reentry Task Forces (CRTF), which are designed to devise community-specific, offender reentry strategies and coordinate services for offenders who are released from prison (see Attachment 6). The grant funds allow counties to employ reentry coordinators who work with a diverse group of agencies – including police departments, parole, probation, mental health and social service providers – to identify gaps in service and provide coordinated services to offenders who have a high risk of recidivism and have reintegration needs, such as housing, employment and substance abuse treatment, that can be difficult to address.

The IMPACT strategy must address how its efforts will be coordinated with the Reentry Task Force and other ongoing successful county reentry efforts. At a minimum, a member of the

IMPACT partnership will be required to attend the Reentry Task Force meetings and report on the activity of the Task Force at the monthly IMPACT meetings. It is expected that the Department of Corrections and Community Supervision (Parole) will continue to play an integral role as liaison between the Task Force and the IMPACT partnership.

## **Strategy Requirements and Options for Firearm- and Domestic Violence-Related Crime Focuses**

### **Strategy Development Options for Firearm-Related Crime Reduction**

For those applicants who are developing a firearm-related crime reduction strategy, review “Attachment 7” for suggested components of an effective strategy. Applicants are encouraged to seek funding for firearm strategies that incorporate the suggested components as well as funding that incorporates analysis, pattern recognition, overall suppression efforts, procedures that support expedited laboratory submissions and strategies that include the examination of NBIN hits for multiple use firearms (community guns).

### **Strategy Development Requirements and Options for Domestic Violence**

It has been well documented that the most effective domestic violence policing strategies include the development and implementation of a coordinated community response that partners law enforcement with groups such as probation departments, domestic violence programs, and other community service providers. Most jurisdictions choose to create some kind of formal partnership, which can take the form of a task force, domestic violence council, or other structure. These partnerships typically acknowledge that each member organization has its own expertise, e.g. police and probation specialize in public safety and offender accountability, while victim advocacy specializes in victim support, safety planning, and access to social services. It is only by coordinating these various types of expertise that communities can effectively respond to and reduce domestic violence.

For those applicants who are required to submit a strategy for addressing domestic violence, see “Attachment 8” for possible strategy components for enhancing offender accountability and victim safety. Any strategy components selected/proposed should match the challenge facing the jurisdiction. DCJS along with the NYS Office for Prevention of Domestic Violence would be available to provide technical assistance and training to support any of the recommended strategies.

### **The applicants who are required to submit a domestic violence response shall include the following as part of the strategy:**

1. Provide a letter of support from a [Domestic Violence Program](#) partner that outlines their commitment to providing your agency support in enhancing efforts to respond to domestic violence as an IMPACT strategy.
2. Ensure that the DIRs where the offenders are on Parole or Probation are shared with those respective agencies for follow-up (pursuant to Chapter 476 of the Laws of 2009, effective December 15, 2009, requires law enforcement to share copies of DIR’s written

- on persons under supervision with respective probation and parole agencies.)
3. A plan to compare the NYS Municipal Police Training Council Model Policy for Responding to Domestic Incidents against current agency policy, and address any differences.
  4. All IMPACT partners are required to participate in utilizing the DCJS Domestic Incident Report (DIR) Repository and are required to flag arrest cards that are submitted DCJS when a domestic incident report is completed.

### **Response III - Performance Measure Development (10 Points)**

**In a separate Word document, entitle this page “Response III - Performance Measures for IMPACT X” and respond to all of the questions. The response should not exceed two (2) pages.**

Performance measures (clear, measurable goals) are needed to provide an ongoing mechanism for the partnership to assess the effectiveness of the strategy as it is being implemented. Measures specific to the locally-developed IMPACT strategy must be submitted as part of this application through the completion of Response III. **Additionally, it will be required that the monthly IMPACT Partnership meetings will monitor and report out on these performance measures.**

- Please describe the partnership’s plan for assessing the effectiveness of the IMPACT X strategy proposed in this application by indicating which agency (or person) will be responsible for conducting the assessment, how frequently, and in what forum will the assessment occur.
- Please state the performance goals, by percentage of crime reduction, which the partnership believes they can attain if they are awarded funding through this grant.

### **Response IV - Sustainability (5 Points)**

**In a separate Word document, entitle this page “Response IV - Sustainability” and respond to all of the questions. The response should not exceed two (2) pages.**

This section establishes that the applicant understands that continued funding to support crime reduction strategies, equipment, and personnel are not guaranteed from year to year. All applicants enter into this process with the understanding that planning to sustain programs and personnel, beyond the years of grant funding, is an integral part of the implementation or expansion process. All partners are therefore required to submit a plan of sustainability that demonstrates how agencies will continue to fund programs and personnel in the absence of Operation IMPACT funding. A cogent sustainability plan is worth 5 points in the overall application score. Please address the following items in this section:

- How ongoing agency and community support for this program or personnel will be generated – please indicate if this is for partial or total support of the initiative;
- How commitments from key stakeholders necessary for successful sustainability of the program or personnel will be obtained; and
- Identify sources of financial support once grant funding expires.

## **Completion of Responses for DCJS-Designated Secondary Jurisdictions**

DCJS-designated secondary jurisdictions must complete Responses I, II, III, and IV separately based on the crime data within their own jurisdiction, the strategy implemented within their jurisdiction under IMPACT IX, and the strategy proposed for IMPACT X. Contributions from partner agencies (e.g., Probation, Sheriff's Office) should be outlined in Response II with as much detail as requested. Partner agencies must ensure that any resources provided to secondary agencies do not deplete available resources to the primary jurisdiction.

### **V. BUDGET DETAIL (20 Points)**

Operation IMPACT provides funding and resources to facilitate the coordination of crime reduction efforts. Budget requests must:

- Clearly enhance and promote the overall crime reduction strategy.
- Be well justified and essential to the successful implementation of the strategy
- Include funding for each jurisdiction to travel to DCJS-sponsored events

#### **The following restrictions apply to IMPACT X funding requests:**

- Each partnership's overall funding request may not exceed **110%** of the amount of any prior IMPACT award. Partnerships may determine that one particular agency needs more funding than received last year; however, other partnership agencies will then have to request a reduced amount to ensure the overall budget request does not exceed 110% of any prior IMPACT award.
- Although there is no guarantee that previously funded positions will be refunded through IMPACT X, budget requests for positions **may not exceed the salary amount that was awarded for the position under IMPACT IX.**
- Although it is not guaranteed that fringe benefits will be funded through IMPACT X, requests for fringe benefits **may not exceed the rate (percentage) paid under IMPACT IX or 25%, whichever is less.**

**PLEASE NOTE:** Law enforcement agencies that are not eligible for funding in this RFA are encouraged to apply for funding through the DCJS *IMPACT Tools* grant. This funding source can be used to conduct data-driven crime reduction activities. It is important to note that agencies that receive **Operation IMPACT** funding are not eligible to submit an application when the **IMPACT Tools RFA<sup>2</sup>** is released.

#### **Budget Format**

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<sup>2</sup>For more information about the IMPACT Tools RFA, contact the DCJS Office of Program Development and Funding at (518) 457-8462.

The budget worksheet must be completed in the Excel format provided and submitted as an attachment. Only **one Excel workbook** should be submitted from the County partnership. The workbook is required to contain the individual budgets for **all** agencies requesting funding.

The budget justification narratives should be completed in a Word document and also submitted as an attachment. **Please make sure that sufficient justification is provided for each item requested.** Once a final budget has been approved by DCJS and an award letter is received, applicants will be required to enter the approved budget in GMS. **Do not enter your budget in GMS until an award letter is received.**

***Personnel costs must be listed for each individual position.*** If you are requesting funding for multiple positions with the same title, you **may not** group them together as a single line item. For example, “*Three Crime Analysts @ \$70,000*” is not acceptable. All budget requests must include a detailed justification for each item requested, specifically as it relates to the strategy. Justifications must include how each requested position will contribute to the strategy and how non-personal service requests will be utilized to enhance the overall strategy.

DCJS may disallow or reduce requested budget amounts because the request lacks clear justification, including failing to make the link between the budget request and the strategy proposed; and/or not adequately supporting the dollar amount requested through the information provided.

Budget Reallocations requested on IMPACT X contracts will be carefully reviewed and require sufficient justification including the reason for the request, how the strategy will benefit from the new budget request, and how the agency will fill the gap that is likely to be left by not expending the funds originally requested and awarded. Circumstances do arise that require the need to reallocate, but requests to do so should be limited. As such, applicants should carefully consider all budget requests to ensure they are critically needed, and are accurately estimated so as to be reasonably certain that amounts awarded will be expended fully within the contract period.

### **Purpose Areas**

All funding requests must relate directly to the proposed 2013-14 strategy. Examples of acceptable purpose areas for funding include, but are not limited to, the following:

- **Personnel** – All personnel supported through IMPACT funding, whether as employees or as contractors, must devote their work day, commensurate with the percentage of salary IMPACT supports, working on the goals and objectives of the IMPACT program and in the capacity that is expected of the position. Fully funded IMPACT supported positions may not take on unrelated duties.
  - ✓ NOTE – All positions funded through IMPACT must be dedicated to the program. **For audit purposes, it is critical that agencies keep documentation that clearly accounts for all of the time spent and functions performed by the IMPACT supported staff.**
- **Crime Analysis & Intelligence-Led Policing** – As a required component of all IMPACT X strategies, requests for software and other crime analysis tools and maintaining existing



crime analyst positions currently supported with DCJS grant funding are acceptable requests. Applicants are encouraged to explore methods of sharing resources, information, and data at the county and regional levels that enhance crime analysis and support intelligence-led policing.

- **Intelligence Development** – As a required component, budget requests that will enhance agency field intelligence capacity are acceptable requests.
- **Enforcement/Investigative Component** – Requests for overtime funding for extra investigative and enforcement operations conducted as part of the IMPACT strategy are acceptable, provided the requests are directly related to specific operations and other enforcement details and clearly outlined in the budget justification.
- **Community and Service Coordination** – Outreach activities associated with promoting awareness, engaging support in targeted neighborhoods, and facilitating collaboration between individuals and community organizations in local crime reduction strategies are all acceptable uses of funding. Funding to support coordination with local service providers and agencies (e.g., mental health, substance abuse treatment, etc.) are also acceptable uses of funding. A co-chair agency may request funding in order to enter into a subcontract with a not-for-profit agency not previously funded, provided the total budget request does not exceed 110% of any prior IMPACT award.
- **Travel and Training Funds** – Funding to support travel costs to attend meetings, trainings and conferences sponsored or encouraged by DCJS are acceptable requests. NOTE: Field Intelligence Officers (FIOs), Crime Analysts, other IMPACT funded personnel and IMPACT command staff are required to make every effort to attend appropriate DCJS sponsored training, meetings and conferences. Requests falling outside of these parameters will not be considered for funding. DCJS intends to host several single-day “roundtable” style meetings in 2013 – 2014. These meetings will include executive level staff, analysts, field intelligence officers and many others. Agencies are encouraged to plan their funding requests to address any anticipated costs they may incur in order to attend these meetings.

### **Unallowable Items**

- a. Funds cannot be used to purchase vehicles, firearms or conductive energy devices (e.g., Tasers and Stingers).
- b. Confidential funds and buy money are limited to 10% of the partnership budget for each agency requesting funds (these funds may also be used to purchase illegal firearms).
- c. General office supplies and equipment.
- d. Funds cannot be used for fringe benefit costs for overtime expenses.
- e. Federal and state agencies are not eligible to receive funds through this RFA.

Any funds not distributed initially pursuant to this RFA or not expended by the end of the contract period by the grantee can be distributed subsequently to support other Operation IMPACT or related crime reduction activities according to a plan to be developed by the

Commissioner of the Division of Criminal Justice Services.

## **VI. APPLICATION EVALUATION CRITERIA**

Applications that are complete (as described in the Final Checklist) and received by the deadline date will be rated and considered for an award.

### **Minimum Eligibility Criteria**

Reviewers will rate the following criteria with a 'Yes' or 'No' response. A 'No' response to any one of the categories below will immediately disqualify the application from further review.

1. The application (one per county) is submitted electronically via the DCJS Grants Management System (GMS) **by noon on April 18, 2013.**
2. The applicant meets eligibility requirements (see Section II, Eligibility).
3. The application is complete and includes, as attachments to GMS, Responses I, II (Part A & B), III and IV, an MOU signed by all partner agencies, partner agency letters of support, and any other appropriate attachments to the application. (DCJS reserves the right to allow an applicant to correct minor omissions in the documentation submitted rather than disqualify the applicant's proposal.)
4. The application includes a single Excel workbook for the County that contains a budget for each agency requesting funding, utilizing the Budget Worksheet (Excel) and Budget Justifications (Word),
5. Part 1 crime data is submitted through February 2013 for the primary and secondary police departments currently receiving IMPACT IX funding as described in Section II "Eligibility".

### **Evaluation and Rating Criteria**

Applications will be evaluated using a multi-tiered review system. The applications will be read and evaluated by all reviewers based on the criteria set forth in this RFA. Applications are scored based on the point values listed in each section below and the volume of crime within the jurisdictions is taken into consideration in the final funding decisions. The final tier of the application review process is conducted by the Commissioner of DCJS and is described below under "Final Evaluation".

Applications may receive up to a maximum of 100 points as described below:

#### **RESPONSE I - IMPACT IX Strategy Assessment (5 Total Points)**

- Did the applicant describe elements of the 2012 - 2013 strategy that were successful?
- Did the applicant include an evaluation of crime statistics for their crimes-of-focus?
- Did the applicant describe what effect their IMPACT strategy might have had on their current crime trends?
- Did the applicant outline obstacles and describe how they were resolved?
- Do the responses adequately address the request for information? Are the answers clear and comprehensive?

#### **RESPONSE II – Crime Analysis and Strategy Development (60 Total Points)**

- Is the summary of the crime analysis results comprehensive?
- Is the strategy based on the results of the crime analysis?
- Does the strategy provide for the ongoing use of timely and relevant crime data?
- Is the applicant's plan to reduce Part 1 crime multifaceted, employing various enforcement and prevention components?
- Does the strategy include a comprehensive prosecution strategy?
- Does the strategy articulate the use of deterrence or diversion programs for low risk offenders as deemed appropriate?
- Does the strategy include a community component to address any issues that contribute to the crime problem targeted?
- Is there a plan for effective coordination with the Reentry Task Force?
- Does the applicant propose an intelligence component as an integral part of their strategy?
- Is there a plan to integrate the proactive collection of field intelligence and crime analysis?
- Does the application adequately address the information requested in the response(s) and include the required components established through the RFA?
- Are the answers clear and comprehensive?

**RESPONSE III - Performance Measures for IMPACT X (10 Total Points)**

- Does the applicant include a plan for assessing the effectiveness of the strategy?
- Does the applicant include quantified performance measures to monitor the effectiveness of the planned strategies?
- Does the response adequately address the request for information? Are the answers clear and comprehensive?

**RESPONSE IV - Sustainability (5 Total Points)**

- Does the applicant include a plan for how ongoing agency and community support for this program or personnel will be generated? Does the response indicate if this is for partial or total support of the initiative;
- Does the applicant demonstrate how commitments from key stakeholders necessary for successful sustainability of the program or personnel will be obtained; and
- Does the applicant identify sources of financial support once grant funding expires.

**BUDGET DETAIL (20 Total Points)**

- Did the applicant comply with the funding restrictions set forth in this RFA?
- Are budget lines directly related to program implementation and sufficiently justified?
- Is there a clear relationship between the budgeted items and resource requirements identified in the applicant's IMPACT X strategy?
- Are the roles of budgeted personnel well defined and essential to the applicant's strategy to reduce Part 1 crime?
- Are budgeted personnel described as full-time equivalents (FTEs)?
- Are non-personal service items essential and directly related to the project?

- Are budgeted amounts reasonable and calculated based on adequate supporting detail (e.g., number of hours worked, hourly rates, percent-of-effort (FTEs), fringe rates, unit costs, etc.)?
- Is there sufficient detail with regard to requests for overtime to conduct operations?
- Are all requested items allowable costs for this RFA?

## **FINAL EVALUATION**

Subsequent to staff review and scoring, the Commissioner of the Division of Criminal Justice Services will review each application and the scored evaluations conducted by DCJS staff. The Commissioner will make final decisions regarding the funding of projects and individual award amounts based on the criteria set forth in this RFA including the quality of each application and the recommendations of staff reviewers.

## **VII. RFA INQUIRIES**

Applicants are encouraged to submit questions regarding this RFA via email. From the issuance of this RFA until notification of awards, all contacts concerning this RFA must be made through Jerry Miller at [gerard.miller@dcjs.ny.gov](mailto:gerard.miller@dcjs.ny.gov). With the exception of a special request to change the designated-crime categories-of-focus, **all questions must be received by 5:00 p.m. EST, April 1, 2013**. Answers to questions received by the deadline will be posted on or about April 5, 2013 on DCJS' website at <http://criminaljustice.ny.gov/ofpa/newrfp.htm>. Hard copies of the answers will be faxed or mailed upon request.

## **VIII. SUBMISSION DEADLINE**

All applications in response to this RFA must be submitted electronically using the DCJS Grants Management System (see Attachment 3) **by noon on April 18, 2013**.

Applications electronically submitted on GMS after noon on that date will automatically be disqualified from review and funding consideration. In addition, any required documentation must be included in GMS as an attachment by the deadline to avoid being disqualified. DCJS reserves the right to allow applicants to correct minor omissions rather than disqualify an application.

## **IX. NOTIFICATION OF AWARD**

Applicants recommended for funding will be advised by DCJS through a letter of notification. Once a project is approved, contracts will then be negotiated and developed. An applicant whose proposal is not selected for funding will be so notified by letter. **Notification letters will be sent on or about May 24, 2013**. In the event that DCJS and the successful applicant cannot execute a contract within **ninety days** of notification of selection of the applicant, then DCJS reserves the right to rescind the award and redistribute the funds at the discretion of the Commissioner of the Division of Criminal Justice Services.

## **X. ADMINISTRATION OF CONTRACTS**

DCJS will negotiate and develop a grant contract with successful applicants. The grant contract is subject to approval by the NYS Office of the Attorney General and Office of the State

Comptroller before grant funding may actually be disbursed to reimburse project expenses. In the event that DCJS and the successful applicant cannot execute a contract within ninety days of notification of selection of the applicant, DCJS reserves the right to rescind the award and redistribute the grant funds.

Contract Approval – All contracts are subject to approval of the Attorney General and the Comptroller of the State of New York, and until said approval has been received and indicated thereon, the Contract shall be of no force and effect.

Contract Period – Grant contracts will be executed for a period of 12 months subject to the continued availability of the grant funding. DCJS reserves the right to modify the contract period in the best interests of the state.

Contract Activities – All activities must have prior approval from DCJS and meet guidelines established by the State of New York and the Federal government as applicable.

Contract Changes – Contracts awarded as the result of this RFA may be executed, extended, increased, decreased, terminated, renewed, amended, or renegotiated at the discretion of the Commissioner of the Division of Criminal Justice Services based on a grantee's performance, changes in project conditions, or otherwise.

Records – Grantees must keep books, ledgers, receipts, work records, consultant agreements and inventory records pertinent to the project and in a manner consistent with DCJS contractual provisions and mandated guidelines.

Liability – Nothing in the contract between DCJS and the grantee shall impose liability on the State of New York, for injury incurred during the performance of approved activities or caused by use of equipment purchased with grant funds.

Payments – Payments will be made pursuant to a schedule specified in a contract entered into between DCJS and the grant award recipients. Funds will not be available until approved by state control agencies. Generally, payments are made quarterly.

Reports – Grantees shall submit quarterly progress reports to DCJS in a format and time schedule specified in the grant contract, which shall include a description of the program efforts undertaken during the reporting period and the current status of the project. Data concerning key performance measures identified by Division of Criminal Justice Services in the grant award agreement shall be collected and included in each report.

Any law enforcement jurisdiction involved in the grant must submit crime reports to DCJS monthly within 30 days following the end of each month. These reports may be submitted either under the Uniform Crime Reporting System (UCR) or under the Incident-Based Reporting Program (IBR).

Review – The grantee's performance in all areas mentioned above, in addition to the services contracted for, will be monitored by DCJS. Monitoring activities may take the form of site visits, records inspections, written and telephone communication, or other methods deemed necessary by DCJS.

Disposition of Allocations – DCJS reserves the right to reject applications, deny the awards, or defer applications for future consideration based on insufficient information in the application, lack of accompanying documentation, the inappropriateness of the project proposed, an organizational history of unsuccessful projects of a similar nature, or a history of contract non-compliance.

Revocation of Funds – Funds awarded to an applicant who does not implement an approved project within 90 days from the execution date may be revoked and reprogrammed at the discretion of the Commissioner of the Division of Criminal Justice Services.

Standard Contract Provisions – Grant contracts executed as a result of this Program Announcement will be subject to the terms and conditions of Appendix A and Appendix A-1, which are available for review at <http://criminaljustice.ny.gov/ofpa/forms.htm>.

## **XI. Specific IMPACT X Contract Terms**

All contracts will have a contract term of July 1, 2013 through June 30, 2014. DCJS reserves the right to modify the contract period and/or the award amount of any contract based on reasons that include but are not limited to: funding cycles, inconsistent appropriation levels, demonstrated project need or exigent circumstances.

**Budget reallocations on IMPACT X contracts will be strictly limited and will require sufficient justification in order to be considered.**

## ATTACHMENT 1

### PRIMARY OPERATION IMPACT POLICE DEPARTMENTS & DESIGNATED CO-CHAIRS FOR THE 2013 - 2014 IMPACT X PARTNERSHIP

**Note: The Co-Chairs of each IMPACT Partnership are the District Attorney and the Chief of Police in the Primary Law Enforcement Agency noted below.**

Albany County  
Albany City PD

Orange County  
Newburgh City PD

Broome County  
Binghamton City PD

Niagara County  
Niagara Falls City PD

Chautauqua County  
Jamestown City PD

Rensselaer County  
Troy City PD

Dutchess County  
Poughkeepsie City PD

Rockland County  
Spring Valley Village PD

Erie County  
Buffalo City PD

Schenectady County  
Schenectady City PD

Monroe County  
Rochester City PD

Suffolk County  
Suffolk County PD

Nassau County  
Nassau County PD

Ulster County  
Kingston City PD

Oneida County  
Utica City PD

Westchester County  
Yonkers City PD

Onondaga County  
Syracuse City PD

## ATTACHMENT 2

### **DCJS-Designated Secondary Law Enforcement Agencies**

The most recent analysis conducted by DCJS of the three-year (2009-2011) average volume of reported Part 1 crime and violent crime within jurisdictions throughout the State revealed that three other jurisdictions (not including the primary IMPACT jurisdictions) had a high enough violent crime volume to warrant conducting their own operations aimed at reducing violent within their jurisdiction.

DCJS identified three counties that have secondary jurisdictions that warrant a violent crime reduction focus. These jurisdictions may request IMPACT funding that will allow them to conduct crime reduction initiatives **within their own jurisdiction**. They are:

<b>Nassau County:</b>	<b>Hempstead Police Department</b>
<b>Orange County:</b>	<b>Middletown Police Department</b>
<b>Westchester County:</b>	<b>Mt. Vernon Police Department</b>

### **All Other Police Departments**

All other currently funded police departments remain eligible to apply for IMPACT funding provided their funding request will be used to provide assistance to the primary jurisdiction within their county. All budget requests must be directly related to the primary jurisdiction's strategy. IMPACT will only fund these sites to provide assistance and/or conduct operations jointly with the primary police department officers.

These other law enforcement agencies that are not DCJS-designated secondary jurisdictions may instead opt to apply for IMPACT Tools funding **if there is a desire to conduct crime reduction activities focused within their own jurisdiction**. The maximum amount an agency can request in funding under the Tools RFA is \$50,000. Please note that IMPACT Tools is a *fully competitive* funding stream. Agencies that receive Operation IMPACT awards are not eligible to apply for IMPACT Tools funding.



## ATTACHMENT 3



**NYS Division of Criminal Justice Services**  
80 South Swan Street  
Albany, NY 12210  
Phone: (518) 457-8462  
<http://criminaljustice.ny.gov>

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### Office of Program Development and Funding

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#### GMS USER REGISTRATION

In order to complete grant applications online to DCJS, your agency must register with the GMS system. Do so by submitting this Registration Request form – and the attached IRS W-9 form – via email attachment to [funding@dcjs.ny.gov](mailto:funding@dcjs.ny.gov) . When your request has been processed, you will be sent a username and instructions. Please download the GMS User Manual at <http://criminaljustice.ny.gov/ofpa/gms.htm> .

**Please allow 3-5 business days for your Registration Request to be processed.**

Registrant Information (all fields are required):

Agency:  
EIN (Tax ID#):

Registrant:  
Title:

Address:  
Address2: (if applicable)  
City/State:  
Zip:  
Email:  
Phone: (Ex.: (555) 111-1111)

DCJS #s of Current Grants (if applicable):

**NOTE: You must also complete IRS form W-9, Request for Taxpayer Identification Number and Certification, in order for your registration to be processed. Faxed signatures are acceptable. Download the form at <http://criminaljustice.ny.gov/ofpa/gms.htm> . Fax to (518) 457-1186.**

**Indicate here that form W-9 has been completed and faxed:**



**NYS Division of Criminal Justice Services**  
80 South Swan Street  
Albany, NY 12210  
Phone: (518) 457-8462  
<http://criminaljustice.ny.gov>

## **Office of Program Development and Funding**

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### **GMS SIGNATORY REGISTRATION**

In order to complete grant applications online to DCJS, your agency must register with the GMS system. Do so by submitting this Registration Request form via email attachment to [funding@dcjs.ny.gov](mailto:funding@dcjs.ny.gov). When your request has been processed, you will be sent a username and instructions. Please download the GMS User Manual at <http://criminaljustice.ny.gov/ofpa/gms.htm>.

**Please allow 3-5 business days for your Registration Request to be processed.**

Registrant Information (all fields are required):

Agency:

EIN (Tax ID#):

Authorized Signing Official:

Title:

Address:

Address2: (if applicable)

City/State:

Zip:

Email:

Phone: (Ex.: (555) 111-1111)

Basis for signing authority (Ex., executive officer, authorized by municipal charter, e.g.)

DCJS #s of Current Grants (if applicable):

**NOTE:** If your agency has not yet submitted IRS form W-9, Request for Taxpayer Identification Number and Certification, you will be required to do so. Download the form at <http://criminaljustice.ny.gov/ofpa/gms.htm>

## Helpful Hints

**First time GMS users should download the GSM User Manual located at**

<http://criminaljustice.ny.gov/ofpa/gms.htm>

Persons familiar with NYS-DCJS GMS can use the following as a simplified guideline.

The following instructions apply **ONLY** to applicants applying under the Operation IMPACT IX Request for Applications as previously described.

1. Sign on to GMS.
2. Go to project grid. Click the “*New*” button at the top of the project grid. This will take you to a screen that says “Select a Program Office” in a drop-down box format
3. Find and highlight “*Operation IMPACT*” (*NOT Operation IMPACT Tools Initiative*)
4. Then click “*Create Project*”

In the newly created project, complete following modules:

### **General**

Complete the text screens and press save.

### **Participants/Contacts**

Click on “**Add Participant**”. In the search prompt that appears, type in the name of the partnership’s county. The county should be included in a list that appears - click in the blue section of the agency (county) name. This will prompt a drop down list that defaults to “Grantee”. Click Add. The Grantee should be the County or the municipality of the primary police agency.

Click on “**Add Contact**” and in the search prompt that appears type in the last name of the person to be added. This should take you to a list, find the person to be added and click in the blue section of the name. This will prompt a drop down list that defaults to “Primary”. Ensure you do this until you have added a **minimum of Primary, Signatory and Fiscal contacts**.

**The steps above should be repeated for every agency requesting funding. The applications should be set up so that the county is listed as the grantee; and the District Attorney’s Office, primary police department, sheriff’s office, probation department, and any other agency that participates in the partnership and is requesting funding is added as an “Implementing Agency”.**

**Note: If the signatory you try to add is not “eSignature” registered, you will get an error message and will not be allowed to add that person at that time. You will NOT be able to submit the application without a signatory attached.**

### **Budget**

The GMS system requires that a Budget be included in an application submission. On the Budget Tab, click “**Create New Budget Version**” for your agency. On the next screen, choose “**All Other Expenses**” from the Budget Category dropdown menu. Enter “**See attached budget worksheet**” on the Description line. Enter the full requested amount of your grant in the Unit Cost field. Finally, enter “**N/A**” in the justification line, and Save. *Your detailed requested project budget should be completed on the Excel Budget Worksheet included in this RFA, and uploaded to GMS as a file attachment.* In the left navigation menu, choose “**Attachment**”, then “**New**”. Use the Browse function to locate your Budget Worksheet on your local drive, and click “**Open**”. Finally, click “**Upload**”. *Please note that very long file names or special characters will not be accepted by the GMS Attachment Module.*

Once a final budget has been approved by DCJS and an award letter is received, applicants will be required to enter the approved budget in GMS.

***Personnel costs must be listed for each individual position.*** If you are requesting funding for multiple positions with the same title, you **may not** group them together as a single line item. For example, “3 Crime Analysts @ \$70,000” is not acceptable. All budget requests must include a detailed justification for each item requested, specifically as it relates to the strategy. Justifications must include how each requested position will contribute to the strategy and how non-personal service requests will be utilized to enhance the overall strategy. The budget justification narratives should be completed in a Word document and submitted as an attachment. **Please make sure that sufficient justification is provided for each item requested.**

### **Workplan**

Operation IMPACT program workplans are developed by DCJS staff, but the GMS system will not allow an application to be submitted without the workplan completed. Follow the following steps:

Type “N/A” in the “Project Goal text box and click “***Save.***”

Click “***Create New Objective***” and type “N/A” in the text box. Click “***Save***”

Click “***Add Task to this Objective***” and type “N/A” in the text box. Click “***Save***”

Click “***Add Performance Measure to this Task***” and type “N/A” in the text box. Click “***Save***”.

### **Questions**

There are no questions to answer for this RFA in the GMS Questions module. Type “N/A” in the box of any existing question.

### **Attachments**

The Word document(s) that indicate Response 1, 2, 3 and 4; the Budget Worksheet in the required Excel Spreadsheet; the Budget justifications in a Word document; the signed MOU; and the letters of agreement/support (or an MOU that outlines the role of each participating agency) should be attached to your application in GMS.

Click on the ***Attachment*** link on the left frame of the GMS.

The ***Attachment*** grid will then display on the right frame of the screen.

Upload the attachment.

When you have completed all of the above requirements, click the “***Submit***” button.

**Remember: Failure to submit all of the required documents by the deadline date of 12:00 PM (Noon) on April 18, 2013 will result in the application being disqualified from further review. See Attachment 9 of this RFA, “Final Checklist” for more information.**

**Attachment 4  
Recommended Crimes of Focus**

<b>Jurisdiction</b>	<b>Crime</b>
Albany	Firearms
	Aggravated Assaults
	Burglary
Binghamton	Robbery
	Aggravated Assaults
	Burglary
Buffalo	Firearms
	Robbery
	Aggravated Assaults
Hempstead	Larceny
	Aggravated Assaults
	Firearms
Jamestown	Robbery
	Burglary
	Larceny
Kingston	Aggravated Assaults
	Larceny
Middletown	Robbery
	Burglary
Mount Vernon	Firearms
	Aggravated Assaults
Nassau Co. PD	Firearms
	Aggravated Assaults
	Burglary
Newburgh	Firearms
	Robbery
	Aggravated Assaults

<b>Jurisdiction</b>	<b>Crime</b>
Niagara Falls	Firearms
	Larceny
	Aggravated Assaults
Poughkeepsie	Aggravated Assaults
	Larceny
	Burglary
Rochester	Firearms
	Robbery
	Aggravated Assaults
Schenectady	Firearms
	Aggravated Assaults
	Larceny
Spring Valley	Robbery
	Burglary
	Larceny
Suffolk Co PD	Firearms
	Aggravated Assaults
	Burglary
Syracuse	Firearms
	Robbery
	Aggravated Assaults
Troy	Firearms
	Robbery
	Larceny
Utica	Robbery
	Burglary
	Larceny
Yonkers	Robbery
	Aggravated Assaults
	Larceny

## **ATTACHMENT 5**

### **General Law Enforcement Best Practices**

The core or overriding “best practice” is a commitment, locally and globally, to the concept and practice of intelligence-driven law enforcement. At the outset, that requires an assessment and analysis of local crime trends, an understanding of why there may be spikes in certain violent or property Index crimes and a clearly-defined, best-practice oriented strategy. Additionally, there is a preventative component; the goal, of course, is not merely to respond to crime trends, but to prevent the crime in the first instance and to reduce re-offending.

The following are a series of suggested best practices that should be considered as part of a targeted strategy to reduce identified spikes in particular crimes. For purposes of this document, the descriptions were summarized. Additional information on these initiatives can be obtained by contacting DCJS Office of Public Safety Deputy Commissioner Tony Perez at (518) 485-7610.

#### **Top Shooters Initiative**

The Top Shooters Program was created in early 2009 in one the IMPACT jurisdictions after a study of the shootings committed in 2008. It was found that 18 of the shootings that were committed were either directly or indirectly attributed to five individuals. These five individuals were all gang members and had consistently shown a propensity for violence. These five had either been directly involved in shootings, been at the scene of a shooting or were the intended target of a shooting.

These males were all identified, a criminal history was conducted and these males were subject to a “Top Shooters” list which was distributed to all the patrol units, anti crime and detectives. Close attention was paid to the individuals and one-by-one these males were all arrested on a myriad of charges.

Close collaboration was required with the District Attorney’s Office in an attempt to keep to the highest charges and not accept a plea but rather go to trial. Communication and collaboration with County Jail staff ensured officer safety and close monitoring of these violent individuals. These prisoners were charged for any violations they committed while in jail. Parole and Probation met weekly to discuss the status of the specific individuals.

After starting this program there was a distinct reduction in shootings, especially gang related shootings. It is the belief that many of these gangs use drug dealing and robberies to support themselves, but only a very few gang members are capable of committing shootings. By identifying the most likely violent individuals and using every resource available to ensure that they are arrested for every violation of law, a reduction of shooting incidents will follow.

These individuals must be tracked carefully as they traverse the judicial system, kept off the streets for the longest period of time; which in turn will allow support and social groups to attempt to change their behavior.

### **Collecting DNA at Burglaries**

Burglary is a high-volume crime with a low solvability rate. Last year, 22,385 burglaries were reported in the IMPACT jurisdictions. That represents nearly a 2 percent increase from 2010 and accounts for 20 percent of all UCR Index crimes. Burglars tend to be serial offenders, and solving one burglary will usually solve several and prevent many more – but solving that one is often a challenge. Fortunately, burglars often leave their genetic calling card at the scene of the crime.

Early identification and apprehension of burglary suspects through DNA may prevent the occurrence of other crimes, including sexual assaults, simple assaults and homicides that may result from what began as a garden-variety burglary. Collection of probative DNA evidence from burglaries should be considered as a first component of an effective burglary strategy. Some departments choose to send an evidence technician to burglary crime scenes to assist in the identification and collection of probative evidence. Other departments have their investigators train their first responders in the collection of DNA evidence for submission to the local lab.

### **Burglary and Fencing Initiatives**

Career burglars do not steal property for their personal use; rather, they sell what they steal – and they often sell the stolen goods to pawn shops. DCJS has in recent months assisted local law enforcement in establishing undercover second-hand or pawn shops to undertake sting operations. Often, rather than arresting an individual on the spot for possession of stolen property, a surveillance tape of the transaction is used to provide probable cause to obtain a “bumper beeper” warrant. Then, law enforcement trails these individuals with the assistance of GPS technology with the aim of catching them at a crime scene. A short-term commitment to a sting operation of this nature can reap significant rewards.

The use of “buy money” to purchase merchandise for undercover sales to problematic pawn and second hand shops is a method to identify shops that are willing to purchase merchandise with the knowledge that the merchandise is not legally possessed. Municipalities can utilize local ordinances to pursue business owners that violate them in order to reduce the number of shops that are willing to conduct business with known criminals. Many jurisdictions have been successful in obtaining donated merchandise from local retailers to assist in this effort which greatly reduces the cost of these operations and provides an overall benefit to the entire community.

### **Persistent Offender Initiatives**

In 2010, DCJS began posting on *eJusticeNY* a county-by-county list of “persistent offenders,” individuals who have accumulated five or more *convictions* in three years. The comprehensive list on *eJusticeNY* is updated regularly and provides law enforcement with the crime of the offender’s most recent conviction, information on the offender’s parole/ probations

status, whether a DNA sample is on file and other information. Law enforcement is urged to monitor this list and ensure that when it comes time for bail or sentencing, the prosecution and court are fully aware of the individual's conviction history.

### **Community Outreach**

Recently, one of the largest IMPACT jurisdictions found itself wrestling with a significant increase in automobile break-ins in a concentrated section of the city. In response, the department created "How to Prevent Theft from Your Auto" tip cards. The cards were distributed by police officers, community groups and a nearby college; some 20,000 were distributed in the problem area. Since then, thefts from automobiles have declined 18 percent. Other cities have utilized similar strategies – such as placing hang-tags on the doorknobs of residences in high burglary areas – with similar success.

Strategies such as these serve a dual purpose: First, they inform citizens of spikes in certain types of crime; second, they provide the same citizens with simple suggestions on the steps they can take to avoid becoming a victim.

Initiatives of this nature carry very little risk or expense. The basic templates that have already been used in other IMPACT cities are readily available.

### **Truancy**

Research consistently demonstrates a correlation between double-digit truancy rates and juvenile crime. Truants are more likely to get involved with drug and alcohol abuse and crime, and they are more likely to become a victim of crime and exploitation. There are also significant social consequences: Students with the highest truancy rates have low academic achievement rates and high dropout rates; dropouts have significantly fewer job opportunities, make lower salaries, and are more frequently unemployed than youth who stay in school.

All this points to the need for a collaborative strategy that involves law enforcement, juvenile probation and the community, particularly the schools, in a partnership aimed at addressing the root causes of truancy.

The process must begin with data and an analysis of arrest, probation, and school facts (attendance, suspensions, achievement), which will then inform the development of an evidence-based strategy.

Effective community collaboration should provide a comprehensive approach to improving youth and family functioning by combining techniques for dealing with family dysfunction, drug abuse, youth crime, mental and physical health, truancy and academic failure. It should involve all the stakeholders.



### **Robbery Suppression Initiative**

The goal of the initiative is to reduce recidivism among juvenile subjects and alter high-risk lifestyles. This initiative includes:

- Coordination with District Attorney's Office, Truant Officers, Probation, and Family Court as needed;
- Seeking family support and cooperation;
- Working with youths arrested for robbery by providing wrap-a-round services; consisting of: job training and services, educational and social services
- Providing enhanced supervision – home visits; and
- Tracking and monitoring youths in program.

### **Firearm Recovery Initiative**

Accounting for guns listed on pistol permits of individuals who are deceased is an important issue for law enforcement. If the weapons are not properly safeguarded they can find themselves into the hands of the criminal element or children. Some law enforcement agencies have a process in place to either secure or ensure that firearms of deceased persons are properly transferred to a licensed firearms permit holder or gun dealer. County vital statistics can provide law enforcement agencies information regarding deceased persons. A process should also be in place to ensure that pistol permits of arrested persons are reviewed when applicable. DCJS Office of Public Safety can provide technical assistance to agencies seeking to implement initiatives to recover firearms.

## Attachment 6

### County Re-entry Task Force Contacts - As of November 28, 2012

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## Attachment 6

### County Re-entry Task Force Contacts - As of November 28, 2012

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## Attachment 6

### County Re-entry Task Force Contacts - As of November 28, 2012

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## ATTACHMENT 7

### Suggested Firearms Strategy Components

Departments should seek to identify and connect retaliatory non-fatal shooting incidents through investigation, intelligence, and analysis. Specific steps for each component are outlined below.

#### Investigation:

- Investigators should establish who, what, when, where, how, and why a person was shot and memorialize in the investigative file.
- Investigations should strive to establish motive prior to closing the case.
- Investigators should document conferrals with other investigators within the IMPACT partner departments to establish leads and debriefing requirements.
- Investigators should draw upon state partners to target enforcement activities in areas where shooting violence occurs for the purpose of suppressing firearms violence and conducting targeted debriefings.
- If a particular gang or gangs are suspected or targeted in a non-fatal shooting, the investigators should list all members of both gangs in the case folder with complete criminal background checks (including active arrest or bench warrants).
- Investigators should make reference to NIBIN hits and include information from prior investigation into the current case.
- Investigators should strive to enhance all firearms possession arrests to strengthen prosecution, and develop information on additional firearm seizures as well as information on other crimes of violence i.e. Robbery and non-fatal shootings investigations.

#### Intelligence:

- Establish a debriefing requirement for all non-fatal shooting cases and distribute the requirement to all IMPACT partners for consistency throughout the partnership.
- The Debriefing Requirement should be updated as necessary and after every retaliatory shooting.
- Create and distribute Pattern Sheets listing all information concerning connected or retaliatory shooting to all IMPACT partners; make all persons involved in patrol or enforcement capacities aware of the shooting as an **officer safety** measure.
- Educate patrol force, through the use of crime analysis products, about various gang members, and other players who are believed to be involved in firearms violence.
- Establish a plan to deploy multiagency resources based on analysis, intelligence, and investigation to suppress further shooting events.
- Ensure that prisoners are debriefed concerning connected and retaliatory shooting incidents.
- Show measurable data that demonstrates that prisoners were debriefed and that investigators were notified accordingly so that leads can be acted upon.
- Coordinate with Assistant District Attorney's proffer agreements with incarcerated gang members to develop medium and long term gang prosecutions through the combined recourses of IMPACT partner agencies.

## **Prosecution:**

- Regular review of firearm-related cases for federal prosecution
- Limited-Plea Prosecution Policies for gun related crimes
- Participation in deterrence programs
- Vertical Prosecution of violent crime and gun related cases
- Utilization of cooperation agreements to initiate investigations of firearm-related crime incidents

## **Crime Analysis:**

- Crime analysts should work closely with investigators and field intelligence officers to connect non-fatal and retaliatory shootings.
- Crime analysts should prepare and distribute products identifying instances of retaliatory shootings and connected shootings (NIBIN Hits).
- Crime analysts should examine all non-fatal shooting cases and establish connections through the following:
  1. Names of: Victims, suspects, and witnesses from multiple investigations.
  2. Locations: Gang prone (graffiti tagged walls), territories associated to a particular gang (mapped).
  3. Ballistics (NIBIN Matches)
  4. Automobiles
  5. Narcotics: Type/packaging.
  6. Proffer information: Concerning all the above.
- Investigative representatives should meet regularly with FIO's and crime analysts to review shooting cases and provide all information so that cases can be analyzed and compared for connectivity.

## **Ex-Offender Call-in Forums**

The Ex-Offender Call-In Forums are an outgrowth of the Project Safe Neighborhoods initiative as implemented in Chicago. Professor Tracey Meares was among those who evaluated that initiative and she worked with New York State to formulate a version of this project.

The Project is directed at reducing gun violence and targets offenders, with specific criminal histories, who are newly released to community supervision in selected communities across the State. The mechanisms for violence reduction are:

1. Increasing the perceived costs of carrying a firearm,
2. Increasing the perceived legitimacy of the law and its institutions, and
3. Increasing the perceived likelihood and costs of punishment.

The cornerstone of this effort is attendance at one call-in session shortly after release. Approximately 20 target offenders will be invited to each session held. At these sessions, a

series of presentations are made. Typically, federal and local prosecutors address the serious consequences that attend to the use of firearms in criminal activity and their intention to pursue maximum penalties for any such offenses. Representatives of local law enforcement will speak to the group, as may staff of DOCCS and Probation. Participants will also hear from those who are active in the Re-entry Community about resources that are available to assist with community adjustment as well as from inspirational ex-offenders who have succeeded in making it following release.

## **Operation Ceasefire**

The *Boston Operation Ceasefire* targeted youth and adult gang members in a multiagency coordinated Youth Violence Strike Force. Ceasefire was designed by Professor David Kennedy of John Jay College in New York City. It was based on an analysis of homicide among Boston's youth that determined that this violence was gang-centered, neighborhood-based, and concentrated in a small number of repeat-offending, gang-involved youth. The program was initiated in individual neighborhoods with an explicit communication campaign. This campaign began with an orientation for community groups and was then often carried out face to face with gang members, who were given the message that gang violence had provoked a zero-tolerance approach and that only an end to gang violence would stop new gang-focused suppression activities. The long sentences that offenders received were publicized in high-crime neighborhoods. The program components described above built upon and integrated the efforts of grassroots organizations and the faith community.

The multiagency task force of Boston police officers and others from outside agencies suppressed youth and adult gang violence and gun use. Suppression tactics included "pulling levers" to impose costs on offenders related to their chronic offending by serving warrants, enforcing probation restrictions, and deploying federal enforcement powers. Under another component of the program—Operation Night Light—police and probation officers, working in teams, made nightly visits to the homes of youth on probation to ensure that they were complying with the terms and conditions of their probation. This helped target tough enforcement efforts against gang leaders. City "streetworkers" (outreach workers, gang prevention, and mediation specialists) also worked in tandem with police and probation officers, helping resolve conflicts and linking youth who wanted help with needed services.

A comparison of Boston's youth violence trends with other cities during the program period suggests that Operation Ceasefire may have been effective in reducing youth homicides, gun assault incidents, and "shots fired" calls for service. The intervention was associated with a statistically significant decrease (63 percent) in the monthly number of youth homicides. However, Operation Ceasefire was but one element of a collaborative, comprehensive strategy implemented in Boston. Others included Boston's Ten-Point Coalition. The Operation Ceasefire program has been replicated in other cities, including Minneapolis, St. Louis, and Los Angeles.

## ATTACHMENT 8

### DOMESTIC VIOLENCE STRATEGIES

#### INTRODUCTION

Domestic violence represents the largest subset of violent crime facing most NYS communities. Therefore, all IMPACT jurisdictions are strongly encouraged to design a domestic violence reduction strategy that:

- articulates a goal (e.g enhanced evidence collection to enable victimless prosecutions);
- identifies specific practices that will lead to that goal, for example:
  - collaboration between police and prosecutors on evidence checklist for use by all officers at the scene;
  - collaborative case discussions between police and advocates to identify high-risk cases that will receive a home visit, with emphasis on evidence collection;
  - collaborative process for police and prosecutors to develop guidelines for evidence and information to be presented at arraignment.
- identifies outcome measures that monitor the implementation of the strategy, for example:
  - % of cases with a fully completed DIR;
  - % of cases closed out by arrest at the scene and after the fact;
  - % of cases with photographs taken;
  - # of persistent domestic violence offenders convicted, etc..

#### BACKGROUND ON DOMESTIC VIOLENCE

As described in the body of the RFA, research indicates that a coordinated community response to domestic violence will be the most likely to result in positive outcomes. Some basic information about domestic violence, listed below, is also important to consider when developing a domestic violence reduction strategy<sup>1</sup>:

- The best predictor of domestic violence recidivism is a criminal history – of any kind.
- Other important risk factors include prior violations of orders of protection; presence of firearms; threats to kill or commit suicide; strangulation; stalking; a victim's attempts to leave (such as filing for divorce, working outside of the home, or filing for an Order of Protection); and/or sexual violence.
- Domestic violence typically involves a series of incidents; victims rarely call the police at the time of the first incident. Therefore, all responders should ask questions about the history of the violence, and course of conduct crimes should be considered.
- Enhanced evidence collection, beyond witness testimony, can improve prosecution outcomes. The best evidence is information available to responding officers at the scene.

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<sup>1</sup> For a useful summary of existing research on domestic violence and criminal justice strategies:  
<http://www.nij.gov/nij/topics/crime/intimate-partner-violence/practical-implications-research/welcome.htm>



## **ESTABLISHED PRACTICES**

Some practices should be a regular part of police response to domestic violence, including:

- Full and comprehensive completion of DIRs at the scene;
- Collection of all evidence, including statements and photographs, at the scene;
- Removal of firearms pursuant to the MPTC Model Policy (Located in the Law Enforcement Services Suite on eJusticeNY)
- Service of Orders of Protection, and entry of service into the Order of Protection Registry, as per statute; and
- Enrollment in the statewide DIR Repository

## **PROMISING PRACTICES**

**Given the above information, the following are a series of promising practices you should assess for possible implementation in your jurisdiction's domestic violence reduction strategy.** Since the needs of each community throughout New York State vary, it is important that each jurisdiction conduct a collaborative assessment of their own gaps and resources, with input from a variety of different disciplines. Some promising practices suggested below may require the creation of new practices within a jurisdiction or the inclusion of domestic violence into existing police response? protocol?

### **1) Strengthening the response to domestic incidents through collaborative approaches**

- **Specialized police domestic violence units or dedicated officers.** Specialized units in police departments are able to focus on repeat offenders and strong evidence collection. They have been shown to significantly increase the likelihood of prosecution, conviction and sentencing. While discrete units can be resource intensive and unavailable for smaller jurisdictions, the hallmarks of repeat offender contact and evidence collection can be integrated into many police departments without creating a specialized unit.
- **Specialized prosecution units or dedicated prosecutors.** As above, such specialized attention has been shown to result in enhanced prosecution, but only when sufficiently well resourced and supported. For example, one District Attorney's Office in New York State has been able to strengthen their response to strangulation cases by dedicating a particular ADA and victim advocate to those cases to focus on the collection of evidence and support of the victim.
- **Requesting more detailed information at the initial call for service.** The first response to a domestic incident is critical to the success of the overall intervention. Crucial evidence may be available only at the original scene and may be the determining factor as to whether an arrest is made. Positive police intervention and arrest of the abuser can result in future outreach to the police by the victim. One way to enhance the first response is by ensuring that responding officers have as much information upon arrival, some of which can be gathered by 911 operator questions such as: presence or involvement of weapons, presence of children, whether suspect uses drugs or alcohol, whether an order of protection is in effect, and whether

the suspect is on probation or parole. Similar information may be available to 911 through the DIR repository, with even richer information from the DIR repository directly accessible to responding officers. This information can improve evidence collection, improve ability of police to accurately assess the situation, and provide information critical to officer safety.

- **Tactical utilization of post-incident home visits.** When executed safely and consistently, police departments utilizing home visits have the potential to provide ongoing support to victims and their children, enhance evidence collection on cases, provide for additional supervision and surveillance of offenders (including arrests for order of protection violations), and provide a visible police presence to other members of the community that may have additional information for officers.

Prior to conducting follow-up visits, further case development should be conducted (such as researching criminal history of the offender, search of the order of protection registry, search of the DIR repository, consultation with victim advocates, etc.). In addition, further evidence may be collected at a home visit, such as photographs of injuries that were not visible at the initial visit; statements involving information about prior behavior that was not initially shared; information/evidence of crimes subsequent to the last call. Finally, offenders present in violation of orders of protection can be arrested and charged with criminal contempt.

It is good practice to notify both parties at initial response that there may be a follow up pursuant to department policy, so that the victim is not blamed for the additional surveillance. Home visits can be done by a specially trained police officer alone or in conjunction with a probation or parole officer and in consultation with victim advocates.

Advocates can select households for follow up with police, can be available within the police department to provide services to victims, and can inform police regarding issues present in the home that are not immediately available to law enforcement. Advocates and police can select cases for follow-up based on known risk factors available to both. This approach is being used successfully in a program called Triage in Denver, CO. (description on their District Attorney's website [http://www.denverda.org/Prosecution\\_Units/FVU/Triage\\_Team\\_Project.html](http://www.denverda.org/Prosecution_Units/FVU/Triage_Team_Project.html) )

## 2) **Integration of Domestic Violence into Existing Policing Tactics**

- **COMPSTAT.** Any police department that uses a COMPSTAT-like approach to case review can make sure that at least one domestic violence case is analyzed at every session. This approach ensures that: 1) domestic violence is seen as an important crime, demanding of the best response; 2) opportunities to improve response can be identified; 3) departmental goals, such as: full initial completion of DIRs, photographs, whenever relevant, consistent arrests for violations of orders of protections, are reinforced regularly. Studies indicate that although training on domestic violence is essential, at least as important is supervisory accountability for

officers' consistent response to domestic violence.

- **Domestic Incident Report Repository** - All IMPACT partners are required to participate in utilizing the DCJS Domestic Incident Report (DIR) Repository. The repository provides electronic, cross-agency access to DIRs filed by police departments and sheriff's offices in the 57 counties outside of New York City. This secure database automates information – previously only captured on paper – that will enable law enforcement to more safely respond to domestic incidents, improve the supervision of offenders on parole and probation and enhance the prosecution of domestic violence crimes.

The repository contains historical data from October 2010 to the present. DIRs received by DCJS are entered into the system daily and available to be searched and viewed within 48 hours of receipt.

Contact the DCJS Customer Contact Center at [cccenter@dcjs.ny.gov](mailto:cccenter@dcjs.ny.gov), 518-457-5837 or 1-800-262-3257 for more information and to enroll.

- **Neighborhood Watch**. Most communities have a neighborhood watch-like program, in which civilians are trained to make reports to police of suspicious activity being observed. Training communities on the effects of domestic violence and the role of the criminal justice system can increase the eyes and ears of the department at no cost. This model has been used effectively in Brockton, MA<sup>2</sup> (in coordination with other parts of a coordinated response to domestic violence) to ensure that domestic violence is more likely to be reported. It also results in general public awareness of the prevalence of domestic violence in their community.
- **Building on existing coordination between police and prosecutors**. Policies that encourage prosecution without relying on victim testimony typically increase convictions. In the Queens Borough of New York City, prosecutors increased convictions from 24 to 60 percent with such an approach. Research suggests that much of the increase was the result of increased follow-up with victims, and prosecutors' improved linkage with police (e.g., monitoring the same case log, and asking whether each of eight evidentiary items were covered in police incident reports, including photos, and witness, victim and suspect statements). This coordination can result, for example, in a checklist to be used by police at the scene and/or at arraignment to ensure that they are providing prosecutors with the information most likely to assist them in ensuring conviction.
- **Calling a Domestic Violence Hotline at the Scene**. A free local Domestic Violence hotline is available in every county of the state, as well as a 24/7 NYS Domestic Violence and Sexual Assault hotline. Victims are most likely to take advantage of advocacy services when they access them close in time to a violent incident. Responding officers should have the local and/or state hotline number with them at all times and, if a telephone is available at the scene, offer to put the victim in touch

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<sup>2</sup> For program evaluation, visit <http://www.ncjrs.gov/pdffiles1/nij/grants/201869.pdf>

with an advocate right away (this should never be offered in the presence of the accused). Such an approach is a successful component of a program in Maryland, resulting in much higher utilization of advocacy services by victims, which are known to have a protective effect.

- **Ongoing Training for All Officers and Communications Staff.** While police departments already provide ongoing training to police and communications staff, departments should incorporate domestic violence into these trainings as well. OPDV and DCJS can provide technical assistance on these trainings or provide in person training. In addition, departments can access an interactive, multi-media online training on domestic violence available for free to all departments through the DCJS legacy eJusticeNY site. For more information, departments can contact OPDV's coordinator of criminal justice training programs at: 518-457-6438.

Regardless of whether specialized collaborative plans like those above are utilized, it is critical that responding officers practice personal and victim safety measures at all domestic incidents. Officers should assess the immediate needs of the victim, whether they involve providing transportation, or referring victims to programs where advocates can provide information and assistance about services and safety planning options. Responding officers at any domestic incident should conduct a thorough investigation, including proper documentation and evidence collection, and securing relevant photographs from digital cameras. Domestic Incident Reports should be comprehensively completed at the scene, with a copy given to the victim. Finally, law enforcement agencies should have a written policy on responding to domestic incidents to aid in consistency and it should be updated as needed – consider following the MPTC model policy for guidance (Located in the Law Enforcement Services Suite on eJusticeNY)

The examples above are not complete, communities are encouraged to find other ways to implement a systematically comprehensive approach to domestic violence within their existing policing policies when developing their domestic violence reduction strategy.

**ATTACHMENT 9**  
**2012 Index Crime Counts and Rates Per 10,000 Population**  
**By IMPACT Jurisdiction**  
As of 1/31/2013

Jurisdiction	2011 Population	Index Crime		Violent Crime		Violent Crime by Firearm		Property Crime	
		Count	Rate*	Count	Rate*	Count	Rate*	Count	Rate*
Albany City PD	98,296	5,138	522.7	801	81.5	118	12.0	4,337	441.2
Binghamton City PD	47,589	2,650	556.9	314	66.0	34	7.1	2,336	490.9
Buffalo City PD	262,484	16,993	647.4	3,412	130.0	1,081	41.2	13,581	517.4
Jamestown City PD	31,286	1,363	435.7	183	58.5	16	5.1	1,180	377.2
Kingston City PD	24,000	842	350.8	70	29.2	15	6.3	772	321.7
Nassau County PD	1,054,208	14,965	142.0	1,635	15.5	260	2.5	13,330	126.4
Newburgh City PD	28,996	1,761	607.3	545	188.0	113	39.0	1,216	419.4
Niagara Falls City PD	50,419	3,593	712.6	619	122.8	122	24.2	2,974	589.9
Poughkeepsie City PD	32,883	1,318	400.8	340	103.4	62	18.9	978	297.4
Rochester City PD	211,511	13,115	620.1	2,061	97.4	696	32.9	11,054	522.6
Schenectady City PD	66,432	3,453	519.8	625	94.1	91	13.7	2,828	425.7
Spring Valley Vg PD	31,488	704	223.6	207	65.7	24	7.6	497	157.8
Suffolk County PD	1,339,464	24,220	180.8	1,789	13.4	428	3.2	22,431	167.5
Syracuse City PD	145,822	7,348	503.9	1,372	94.1	301	20.6	5,976	409.8
Troy City PD	50,354	2,705	537.2	334	66.3	89	17.7	2,371	470.9
Utica City PD	62,515	3,067	490.6	401	64.1	74	11.8	2,666	426.5
Yonkers City PD	196,857	3,698	187.9	1,133	57.6	109	5.5	2,565	130.3

\*Note: Rates are based upon 2011 population.

Source: DCJS UCR/IBR Reporting System

## ATTACHMENT 10

### FINAL CHECKLIST

**Before submitting your application in GMS, make sure the following is attached and/or completed.**

- The 2013 - 2014 Memorandum of Understanding signed by the partnership members (include justification for any required member signatures not included), attached to GMS application.  
**Required Attachment in GMS**
- Signed letters of support from the participating 2013 - 2014 partnership members detailing their role in the strategy, attached to GMS application. NOTE: A signed MOU that includes a detailed description of each agency's contribution to the strategy may be submitted in place of the letters of support. **Required Attachment in GMS**
- Monthly crime data through February 2013 is submitted for primary and secondary (where applicable) police departments
- Monthly Gun Data Report through February 2013 is submitted for primary and secondary (where applicable) police departments
- Completed Grant Application using the DCJS Grants Management System making sure to complete:
  - \_\_\_ Contact information for all agencies requesting funding
  - \_\_\_ Budget Worksheet for all agencies requesting funding **attached** to GMS submission
  - \_\_\_ Budget Justification for all items requested **attached** to GMS submission
  - \_\_\_ Responses 1, 2, 3 and 4 **attached** to GMS submission
  - \_\_\_ MOU and letters of support **attached** to GMS submission

**Applications submitted via GMS must be submitted by noon (12:00 pm) on April 18, 2013.**

If an applicant has difficulties attaching certain documents to the GMS grant application, the document(s) may be sent via e-mail to [gerard.miller@dcjs.ny.gov](mailto:gerard.miller@dcjs.ny.gov).

**Any attachments submitted via e-mail must also be submitted by noon on April 18, 2013.**

**Applications received after the deadline of noon on April 18, 2013  
will be disqualified from funding consideration.**