



**Division of Criminal
Justice Services**

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www.criminaljustice.ny.gov

Annual Performance Report 2016

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Issued September 2017

This report is submitted as required by New York State Executive Law §§837(4)(a) and 837(12). This report fulfills the statutory requirement for calendar year 2016.

It also contains two appendices: one listing the Criminal Justice Policy Boards and Commissions to which the Division of Criminal Justice Services provides staff support and one containing a list of all reports the agency is statutorily required to publish.

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Agency Overview

The New York State Division of Criminal Justice Services (DCJS) has a mission to enhance public safety by providing resources and services that inform decision making and improve the quality of the criminal justice system. A multi-function support agency, the Division of Criminal Justice Services plays a key role in ensuring its criminal justice partners in communities across the state have the resources they need to effectively combat crime and improve public safety.

The agency assists its local partners in several ways, with a focus on the following key areas:

- Crime reduction, with an emphasis on reducing shootings and firearm-related homicides;
- Criminal justice grant administration;
- Criminal justice research and analyses;
- Programs that reduce recidivism;
- Probation department funding and oversight;
- Youth justice funding and coordination;
- Criminal history record management and identification;
- Sex offender registry management;
- Forensic services; and
- Law enforcement training, accreditation and support.

In 2016, crime in New York State reached its lowest point with 375,962 index crimes reported, the fewest since reporting began in 1975. New York is the safest large state among those in the nation with a population of more than 10 million and had the lowest incarceration rate among those states. Overall, New York is ranked the sixth safest state, behind Vermont, New Jersey, New Hampshire, Idaho and Maine.

This 2016 Performance Report details the agency's key initiatives and how each of the offices within the Division of Criminal Justice Services assist all facets of the criminal justice system in communities across the Empire State. The agency has continued its effort to integrate the use of evidence-based practices and proven programs into its major initiatives so these programs can be monitored for their effectiveness. These initiatives and the agency's core functions help ensure that criminal justice partners across the state have resources, training and support to better protect their communities.

Major Initiatives

The Division of Criminal Justice Services focused on seven major initiatives that furthered the agency's position as a leader in criminal justice policy and programs. Some of these initiatives – such as the Gun Involved Violence Elimination and SNUG programs – focused on further incorporating and integrating evidenced-based practices and strategies in the agency's work.

Others, such as the expansion of the state-supported Crime Analysis Center network, were aimed at helping municipal and county law enforcement agencies function more efficiently and effectively. The agency also stayed true to its core function of maintaining the state's criminal history repository and providing timely criminal history records to law enforcement agencies and entities eligible to receive that information for employment and licensing purposes. In addition, the agency provided training and technical assistance, funding and other support to criminal justice agencies across the state, including classes that helped them implement evidence-based practices and cultivate leadership skills among ranking officers and grants to improve and enhance enforcement, technology, and re-entry and alternatives-to-incarceration programming.

Others initiatives in 2016 were internally focused to improve the agency's performance and further enhance its operations. The Division of Criminal Justice Services implemented a strategic plan with three key pillars: Core Functions and Systems; Initiative and Special Projects; and Staff Development: Culture, Teamwork and Communication. As part of the plan's implementation, the agency restructured one office and renamed another to better reflect changes in the nature and scope of its work and continued its efforts to engage employees and foster a greater connection between their work, the agency's mission and the role it plays in helping to keep New Yorkers safe.

Gun Involved Violence Elimination (GIVE)

The Gun Involved Violence Elimination (GIVE) initiative focuses on using proven strategies to reduce shootings and firearm-related homicides in the state's urban centers outside of New York City. New York's approach is unique in that it coordinates and assists local law enforcement at the state level. Agencies receive targeted funding for personnel –such as prosecutors and crime analysts –as well as overtime and equipment. Equally important, the initiative provides technical assistance and training to help agencies implement evidence-based practices and programs that have been shown to reduce shootings and save lives. The initiative focuses on four core elements:

- *People*: individuals and groups that police find are most responsible for gun violence;
- *Places*: locations or “hot spots” where most violence is occurring;
- *Alignment*: coordinating crime-fighting efforts and strategies among law enforcement and local violence prevention groups; and
- *Engagement*: involving key stakeholders and the community at large to build support for efforts to reduce gun violence.

As it has annually since GIVE's inception in 2014, the Division of Criminal Justice Services provided significant technical assistance and training on a wide range of topics during 2016. These include:

Problem-Oriented Policing

Through problem-oriented policing, police and members of the community work together analyzing problems and developing customized responses to them. Problem-oriented policing places a high value on developing new responses to problems that are preventive in nature and not dependent on the use of the criminal justice system.

These responses typically engage other public agencies, the community, and the private sector when their involvement has the potential to contribute to the reduction of the problem. All jurisdictions were asked to use this model to guide overall strategy implementation in 2016.

Procedural Justice

Agencies participating in GIVE must incorporate the concept of procedural justice into their overall strategy to reduce gun violence. Procedural justice is designed to improve police-community relations by ensuring interactions between law enforcement and individuals are fair, and that individuals who encounter the criminal justice system believe they are being treated equitably.

Hot-Spots Policing

Mapping crime data can help identify areas of a community most prone to crime and violence, allowing police agencies to identify areas where resources should be concentrated. Hot-spots policing strategies use incident reports, calls for service and other information to identify

concentrated areas of concern. DCJS continues to train jurisdictions on how to effectively deploy this strategy. Additional training is planned for 2017.

Crime Prevention Through Environmental Design

This tactic focuses on reducing crime through the effective use of lighting, landscaping, traffic patterns, code enforcement and maintenance of both buildings and public spaces. The concept operates around four principles: natural access control, natural surveillance, territorial reinforcement and maintenance. The purpose of the training is to provide law enforcement, code enforcement, and organizations involved in community crime prevention programs with the information needed to create their own initiatives to prevent crime through environmental design. In prior years, DCJS hosted several workshops on this strategy that were delivered by the National Crime Prevention Council. DCJS hosted two advanced workshops on the subject for 50 law enforcement officers from 27 agencies in 2016.

Focused Deterrence

Focused deterrence is based on the premise that a small group of individuals is typically responsible for most of the gun violence and firearm-related deaths in “hot spot” neighborhoods. The strategy identifies those chronic offenders and targets them for enhanced attention, investigation, enforcement and prosecution.

A key element of the focused deterrence model is the Group Violence Intervention. This element is designed to directly engage groups most at risk of perpetrating a shooting or being shot, so law enforcement can clearly communicate a community message against violence along with a warning of the consequences if violence continues.

An important component of this approach is a partnership among law enforcement agencies, community groups and social services organizations, which join to communicate directly with offenders, outlining clear consequences for continued criminal behavior, stressing that the affected community wants the gun violence to stop and providing offenders with alternatives and assistance to change their behavior.

Street Outreach

The GIVE initiative encourages jurisdictions to incorporate street outreach work into their strategies to interrupt cycles of violence. Many GIVE sites coordinate with DCJS-funded street outreach programs through the SNUG initiative, which is described in the next section.

Street Outreach/SNUG

New York State initially funded street outreach efforts in 2009, branding the program SNUG and targeting communities identified by the state Senate. Since that time, SNUG has evolved, with DCJS strengthening oversight, training and technical assistance to help ensure programs are delivered as designed.

In 2016, DCJS provided grants to non-profit organizations to administer street outreach programs in 11 communities: Albany, Buffalo, Bronx, Hempstead, Mt. Vernon, Newburgh, Syracuse, Rochester, Troy, Wyandanch and Yonkers. State funding to support street outreach programs in these communities totaled approximately \$3.8 million, which includes program oversight activities.

Program staff are responsible for implementing a coordinated, community-based violence reduction strategy that can include neighborhood events and public education activities. These events and activities are often led by trusted community advisers who have similar backgrounds to the individuals they are trying to reach. Street outreach workers include former gang members and individuals with criminal convictions, who are viewed as credible messengers with the at-risk populations they assist. With more than 85 percent of these workers having served time in jail or prison, SNUG has also become a key employment resource for the formerly incarcerated.

Street outreach programs funded by DCJS served nearly 600 high-risk participants through active casework. SNUG teams provided these individuals with referrals to drug and alcohol treatment, job training, education, resume building, job readiness programs, job referrals, anger management courses and assistance in promoting positive life skills.

SNUG teams also focused on mediating conflicts that might foment gun violence. Nearly 1,000 interventions were conducted with the direct involvement of outreach teams. These teams mediated situations that could have significantly escalated. SNUG training programs concentrate on defusing conflicts to enable opposing groups or individuals to work out their differences without the use of violence.

Public events showcasing the non-violent approach to conflict resolution were hosted more than 500 times during the year. SNUG and other street outreach programs also coordinated public events to respond to nearly every shooting and homicide in their target areas –each with the aim of “changing the norm” in that community to not accept violence.

Oversight, Technical Assistance, and Training

DCJS funds a statewide coordinator who oversees the programs, coordinates training, and serves as liaison between SNUG sites and local law enforcement. The coordinator also brings the funded programs together to share information and best practices. The agency additionally supports a statewide training coordinator to work directly with street outreach teams during training and field operations to ensure program fidelity and consistency across sites.

DCJS hosted a pair of two-day meetings in 2016 that brought staff from all funded programs together for training, evaluation and to share best practices. All individuals hired by street outreach programs were required to attend a 40-hour violence interruption reduction training course; supervisors, program managers, and other staff also attended a new 40-hour management/supervisory course.

In addition, a one-day training course was introduced to address the trauma experienced by the outreach teams during their difficult work. The trauma training was conducted in three regional locations, which allowed all SNUG employees to attend. The training coordinator also instituted a monthly video conference call for program managers to share information on various topics. Outreach worker supervisors also participate in a monthly video conference using the same format.

Crime Analysis Center Network

In partnership with GIVE and local law enforcement agencies from 16 counties, DCJS supports a network of eight Crime Analysis Centers across the state. Each of these centers is equipped with technology – both software and hardware – to capture, analyze and disseminate law enforcement data and information.

Two new centers opened in 2016, joining existing centers in Albany, Broome, Erie, Monroe, Niagara and Onondaga counties. The North Country Crime Analysis Center – located in Malone, Franklin County, near the state's northern border with Canada – also serves Clinton, Essex, Jefferson, St. Lawrence and Hamilton counties. The Mohawk Valley Crime Analysis Center, located at the Utica Police Department in Oneida County, primarily serves GIVE partners and law enforcement agencies in that county. The Albany County Center serves that county, as well as Rensselaer, Saratoga and Schenectady counties. Staff from the centers also regularly assist agencies in other counties upon request, and center staff in Albany, Buffalo, Malone, Niagara Falls, Rochester, Syracuse and Utica provide assistance to police and prosecutors in real-time.

Centers are overseen by directors employed by DCJS or local law enforcement agencies. Crime analysts, field intelligence officers and other staff at the centers work for police departments, sheriffs' offices, probation departments and district attorneys' offices, with their positions funded either by those local agencies, the Division of Criminal Justice Services, the National Guard's Counter Drug Task Force, the New York State Police, state Department of Corrections and Community Supervision, and the New York/New Jersey High Intensity Drug Trafficking Area (HIDTA).

In addition to being connected to one another, the centers in the state-supported network have access to information from locally supported centers in Nassau, Suffolk and Westchester counties. The State Police, Department of Corrections and Community Supervision, state Department of Motor Vehicles, and federal Probation Department also permit all state-supported centers to access information they maintain.

New York is one of only three states that certify crime analysts, a process administered by DCJS. The state's investment in personnel and technology has allowed police agencies to synthesize and share information in ways they never could before.

Results First and Alternative to Incarceration Portfolio

DCJS continued its participation in the Results First initiative in 2016. Through this project with the Pew Charitable Trusts and the John D. and Catherine T. MacArthur Foundation, the agency models how individual program interventions will impact re-offending by those who are involved in the state's criminal justice system. Results First also tracks the likely return of investment in these program interventions.

New York State's work to identify and fund criminal justice programs that are both effective in reducing recidivism and cost-efficient in using taxpayer dollars was the subject of a case study published in 2016 by the Pew-MacArthur Results First Initiative. ["New York's Investment in Evidence-Based Policymaking"](#) highlighted the significant changes DCJS made to realign its portfolio of alternative to incarceration and reentry programs and recognized New York as a leader in evidence-based policymaking.

DCJS further strengthened its commitment to evidence-based practices by continuing to provide training and technical assistance to grantees; providing grantees with comprehensive feedback on program activities; conducting fidelity assessments and action planning; and conducting outcome evaluations.

Fidelity Assessments and Action Planning

DCJS completed the second year of its fidelity process using the Correctional Program Checklist. Contracted assessor teams from the John Jay College of Criminal Justice and Rochester Institute of Technology completed the fidelity assessments for 14 alternatives to incarceration programs in 2016.

The assessors provided detailed reports at the end of the assessment process, which included recommending changes that programs could make to better align them with evidence-based practices. Those recommendations formed the basis for structured technical assistance provided by DCJS, with agency staff working with those programs to develop plans to implement the recommended actions. DCJS completed a total of 35 Checklist assessments, 29 final reports and 21 action plans in 2016.

DCJS also hosted a regional Action Planning Forum in New York City, bringing together all programs from the five boroughs that had been assessed with the Checklist. Program staff discussed their action plan, shared lessons learned and suggestions for implementing recommendations in the Checklist report. An Action Planning Forum for Capital Region programs is scheduled for 2017.

Program Evaluation

An important component of the fidelity and evaluation system includes providing feedback to the provider community. Quarterly feedback reports, based on data submitted by grantees, allow DCJS and providers to monitor program activities. Program feedback includes rigorous outcome evaluations that DCJS conducts on funded programs. In 2016, DCJS analysts sought

to incorporate the expertise of program staff to reach a deeper understanding of program flow and to subsequently create the best possible evaluation samples and comparison groups.

DCJS also worked with other state agencies to compile more robust data sets for evaluations. For example, the agency established a confidential data sharing agreement with the state Department of Labor to provide employment information for individuals who have participated in DCJS-funded employment programs. This information has proven instrumental in gauging the effectiveness of these programs.

Training for Provider Community

The training of instructors in programs funded in the local jurisdictions is key to successfully implementing evidence-based practices across the state. DCJS continues to provide in-person instructor training in Thinking for a Change, a cognitive behavioral curriculum; the use of risk and need assessments; motivational interviewing; and Offender Workforce Development Specialist training. The agency also offers online training in evidence-based practices, contracting with the University of Cincinnati Corrections Institute to develop training for community corrections professionals in topics such as staff effectiveness, assessment and classification, and case planning. DCJS also hosted online question-and-answer sessions with Institute experts.

Realigning the Portfolio

DCJS continued to realign its alternatives-to-incarceration portfolio to emphasize evidence-based practices and proven program models. The enacted 2016-17 state budget further streamlined appropriations, allowing for a more comprehensive approach to the portfolio.

The agency issued a request for proposals aimed at programs providing job training and other employment-related services to individuals under supervision. DCJS received more than 40 applications and ultimately selected 21 programs to share \$6.4 million in grants. This funding provides focused services to individuals on parole or probation or those referred directly by the court to alternatives-to-incarceration programs. These services, which range in duration from three months to one year, include job placement services, cognitive behavioral intervention and services to increase job readiness and transitional employment. Approximately 2,500 individuals will be served by these programs annually.

New York State Joins National Fingerprint File Compact

Following a year-long effort by DCJS staff, New York became the 20th state designated as part of the FBI's National Fingerprint File Compact. National Fingerprint File is a decentralized system that eliminates duplication of a state's criminal history records within the FBI, making the state repository primarily responsible for their own criminal history record dissemination and maintenance. Any requests for New York State criminal history records – from an arresting agency or other law enforcement purpose or non-criminal justice inquiry such as licensing or employment – will now only be processed by DCJS as the only source of the state's criminal history records. States are still required to share information with the FBI, but that information is limited to one fingerprint record for each offender; there is no subsequent transmission of arrest or disposition information.

DCJS staff participated in extensive testing with the FBI to resolve all technical issues prior to implementation. Once implemented, all fingerprint transactions were carefully monitored. Due to the extensive preparation involved, critical fingerprint processing and criminal history responses continued without interruption.

This initiative has resulted in increased completeness of New York records being provided to other states and the federal government in response to requests made for both criminal justice and non-criminal justice purposes. In addition, compact participation eliminated several labor intensive, manual processes and tasks for DCJS staff and increased revenue by allowing DCJS to retain the FBI portion of certain civil fingerprint processing fees. The FBI considered New York State participation in the compact critical to their efforts to convince other states to join and uses information and materials prepared by DCJS staff during those discussions.

Latent Print Laboratory Accreditation

After a multi-year effort, the DCJS Latent Print Laboratory became accredited by the state's Commission on Forensic Science, making it one of five in New York State to achieve this status. The Commission awarded the designation to the lab at its meeting in December 2016, after the lab met or exceeded the rigorous standards required by American Society of Crime Laboratory Directors/Laboratory Accreditation Board during an evaluation process the month before.

In achieving accreditation, the DCJS laboratory personnel demonstrated a high degree of competence in their work, on which law enforcement agencies can rely to hold offenders accountable. The lab is accredited through March 31, 2021.

The DCJS Latent Print Laboratory staff analyzes fingerprints collected by police agencies from crime scenes in 17 upstate counties. These prints are compared to more than 10 million on file at DCJS in an effort to help solve criminal cases. In 2016, the DCJS Laboratory processed more than 1,300 latent prints and assisted with approximately 388 cases. Laboratory staff also provide advanced latent print training to police officers and fingerprint examiners across the state.

Agency Reorganization

In October 2016, DCJS implemented a restructuring of its Office of Criminal Justice Operations to better reflect changes in the nature and scope of its work, and to further promote the accuracy of the state's criminal justice records and data.

This large office – responsible for the core function of maintaining the state's criminal history repository and responding to requests for that information – was divided into two offices: the State Identification Bureau and the Office of Criminal Justice Records.

The Identification Bureau is responsible for fingerprint processing, while the Office of Criminal Justice Records is responsible for maintaining the accuracy of criminal history records – informally known as rap sheets – and other records received and maintained by DCJS.

The reorganization recognizes the continuous evolution and major advances with fingerprint processing technology and automation of the many record keeping functions at DCJS. There is now a sophisticated automated process that provides rap sheets to police agencies within two minutes of submitting arrest prints; and a criminal history background check to employers, organizations and licensing entities within 24 hours of each request. These improvements have allowed DCJS to begin using tools and technology to improve the accuracy of the criminal history records maintained in the state's criminal history repository, and to further improve the collection of reported crime data and Domestic Incident Reports.

The Office of Criminal Justice Records works closely with the state Information Technology Services, the court system and law enforcement to increase the timeliness and quality of criminal justice data submitted to DCJS by state and local criminal justice agencies, and to ensure that rap sheets delivered to the law enforcement community are accurate.

Also in October, the agency's Office of Juvenile Justice changed its name to better reflect the age groups it serves and the ongoing evolution of language now used in the field. The newly named Office of Youth Justice better defines the population it strives to support, primarily 16- and 17-year-olds and youth designated by Family Court as Persons in Need of Supervision. The Office of Youth Justice also has forged a closer relationship with the state Office of Children and Family Services, which directly serves justice-involved youth.

Workforce Engagement

Agency leadership implemented a several initiatives and programs to promote workforce engagement with the goal of enhancing employee satisfaction; improving the agency's work climate; fostering communication and collaboration across offices, units and management and staff; and better connecting staff to the agency's mission and its work to support criminal justice partners across the state. Highlights of this work include:

- DCJS Community Forums, which are led by members of Executive Staff and detail the key areas of public service for each of the agency's offices and units;
- Closer Look presentations that highlight specific agency programs or initiatives;
- Connecting with Staff, an initiative to encourage greater communication between managers at all levels and their direct reports;
- The Employee Suggestion Program, which offers employees an opportunity to share ideas about how to further advance the agency's mission;
- An annual Work Climate Survey, designed to engage staff on a wide range of topics, including overall job satisfaction, workload, available resources, and the effectiveness of agency communication; and
- Bi-annual Town Hall Meetings, hosted by the Commissioner, which allow employees to setting the agenda by submitting topics for discussion.

Monthly Meet and Greet meetings between the Commissioner and new employees continued in 2016. The agency's First Deputy Commissioner and Director of Human Resources Management also attend these meetings, which provide an opportunity for new staff to meet and talk with the head of their new agency and hear first-hand why about the importance of the agency's work.

A new Mission and Vision statement, along with a list of new agency core values, was introduced to all staff. Posters featuring the mission, vision and values are posted throughout the agency and all employees received a coffee mug featuring the agency's logo and mission.

These new efforts complement existing programs, including an annual Employee Appreciation Day lunch, Commissioner's email messages and Commissioner's Award Ceremony, which was expanded to include all agency employees. In addition, the agency's comprehensive, two-day Orientation Program welcomes new employees to the agency, provides information about agency policies and procedures and reinforces the agency's mission and how each new employee fits within the organization and helps achieve its goals.

Significant Accomplishments

DCJS continued its core mission of providing training to law enforcement agencies by funding a number of courses offered throughout the state. The agency also provided funding to law enforcement agencies that allowed them to purchase a variety of equipment critical to their operation.

The agency completed revisions to standards required to be met by agencies participating in the state's voluntary Law Enforcement Agency Accreditation Program and revised the state's Domestic Incident Report, which is required to be completed by police officers responding to a domestic incident call, regardless of whether they make an arrest. The agency also implemented regulations that allow it to invalidate the training certificates of police and peace officers that have been terminated for cause or resigned or retired while disciplinary charges that could result in termination were pending. In addition, the agency continued its evidence-based work to improve the juvenile justice system at the local level and throughout the state.

Support for Law Enforcement

Training

DCJS offers a wide variety of direct and facilitated training to law enforcement professionals and other criminal justice personnel across New York State. Training is provided to police, probation departments and other criminal justice professionals in subject areas such as officer safety, conducting investigations and supervising probationers.

Participants are trained in person, and web-based technologies are maximized where possible to efficiently reach staff in all parts of the state. In 2016, DCJS provided 391 training courses attended by 26,152 participants statewide. DCJS regularly develops new courses to address current day issues in criminal justice. This past year the following courses were added:

Blue Courage Academy Train-the-Trainer and Master Instructor Course – Blue Courage is designed to educate police officers on principles and practices of human effectiveness, purpose-driven work, resilience, positive attitude, and sound judgment. This train-the-trainer model educates attendees to be able to deliver the two-day workshop to their organization. This class is offered in collaboration with the International Association of Directors of Law Enforcement Standards and Training and the Blue Courage Team. The training helps officers with stress management, ignites cultural change, and helps them to combat cynicism by providing skill training to improve overall health and well-being. The class provides officers with best practices they can utilize to be able to perform at peak levels, remain resilient and healthy and serve in their profession successfully. In 2016, two train-the-trainer classes were delivered to 65 police officers.

Procedural Justice Train-the-Trainer – Procedural Justice is an initiative that focuses on the way police and other legal authorities interact with the public, and how the characteristics of those interactions shape the public's views of the police, their willingness to obey the law, and actual crime rates. Studies have shown that procedural justice fosters trust and respect among individuals and the law enforcement professionals that serve them. DCJS sponsors Procedural Justice training in a four-day train-the-trainer model offered by the U.S. Department of Justice's Office of Justice Programs Diagnostic Center. Participants learn the principles of procedural justice, and gain a deeper understanding of the core concepts of police legitimacy. They also learn to enhance relationships within the communities that they serve by using visual and scenario-based training, and gain the knowledge and skills to facilitate the procedural justice training course successfully within their own agencies. Coordination and planning efforts took place in 2016, with three classes planned for 2017.

Implicit Bias Train-the-Trainer – This train-the-trainer model is designed to enable instructors to teach a six-hour patrol/recruit training and a five-hour supervisor training. Based on the Fair and Impartial Policing curriculums, this training provides opportunities for participants to “practice” teaching the content. This new way of thinking is based on the science of bias, which offers that biased policing is not due to widespread racism in policing. Science indicates that even well-intentioned individual manifest biases that can impact their perceptions and behavior. The training element of this comprehensive program is critical for changing the way of thinking

about policing in the United States and preventing bias. Coordination and planning efforts took place in 2016, with three classes planned in 2017.

Reality-Based Training and Equipment Program

As a result of its ongoing comprehensive review of the Basic Course for Police Officers, DCJS staff developed a Reality Based Training (RBT) program to prepare new recruits by using real-life, hands on scenarios and equipment. This New York State Municipal Police Training Council (MPTC) endorsed training has been demonstrated to greatly enhance an officer's decision making skills and reaction time and lead to better outcomes. DCJS, which staffs the council, provided law enforcement academies with the necessary equipment and training.

Reality-based training immerses a police officer in realistic situations to improve their decision-making ability, allowing them to work through complex problems under stress. The training requires officers to respond to realistic scripted scenarios and resolve incidents using actual equipment, while exposing the officer to progressive levels of stress. The training combines "hard skills" taught in police academies – including communication, tactical and firearms skills – and then tests the officer's understanding and ability to effectively apply these skills in a controlled learning environment that is as close to reality as possible. The training establishes emotional memory patterns, which reinforce the problem-solving skills.

To provide police academies with the necessary training and equipment to implement Reality-Based Training, DCJS created an instructor course and invested approximately \$322,000 in essential equipment, including non-lethal training firearms, appropriate ammunition, helmets with facemasks, neck guards, chest and groin protectors and gloves. The equipment was disseminated to 33 police academies throughout the state. The Municipal Police Training Council approved this 35-hour instructor course in September 2016 and DCJS has certified 98 reality based training instructors, with additional courses scheduled in 2017.

Decertification of Police and Peace Officers

Historically, when a police or peace officer separated from a department after a disciplinary hearing, or resigned/retired while disciplinary proceedings were pending, there was no mechanism in place to ensure the invalidation of the officer's basic training certificate pursuant to General Municipal Law §209-q and Criminal Procedure Law §2.30. While Executive Law §845 requires employers of Police Officers and Peace Officers to report to DCJS when an officer "ceases to serve," there was no mechanism to document the misconduct that led to their separation, exposing the public and future departments to significant risk and liability.

The Municipal Police Training Council and DCJS staff recommended regulatory changes to address this gap that took effect in October 2016. Regulations now define "removal for cause" and "removal during probationary period" and clarify the requirement that employers must report to DCJS the names of officers who cease to serve and the reasons for separation. Upon this notification, DCJS will invalidate the officer's training certificate and make the information available if the officer seeks employment with another agency; the officer also is notified of this action. This critical change ensures that police departments now have more complete

information when hiring police or peace officers that have previously served. If an employer wished to hire an officer whose training was invalidated, the individual would be required to retake and successfully complete the Basic Course for Police Officers.

Speed and Alcohol Measuring Equipment and Technology

DCJS provides a wide range of technical assistance and services to highway safety programs statewide through its Highway Safety Technology Unit: repair and certification of speed enforcement devices and breath analysis instrumentation; technical support for police and prosecutors; purchase and distribution of complex highway safety instrumentation; and data management and related analysis for evidential breath tests to aid local law enforcement in their targeted DWI enforcement activities. In 2016, the unit certified more than 6,200 speed and breath analysis instruments, and provided technical assistance to hundreds of law enforcement agencies and District Attorney's Offices.

In 2016, unit staff used their technical expertise to research, purchase, certify and distribute state-of-the-art speed and alcohol measuring equipment and technology to police agencies at no cost. All told, DCJS invested more than \$375,000 and purchased 100 alcohol screening devices and 235 speed measuring devices for distribution to local law enforcement through the program.

Revision of Law Enforcement Agency Accreditation Program Standards

New York State's voluntary Law Enforcement Agency Accreditation Program promotes professionalism, efficiency and effectiveness in law enforcement. The program is overseen by the state's Law Enforcement Agency Accreditation Council, which adopts standards, establishes policies that guide the program administration, and awards accreditation to agencies that meet the program standards. DCJS is responsible for administering the day-to-day activities of the program.

In 2015, DCJS staff and Council members completed their comprehensive review of all program accreditation standards, which resulted in the Council's adoption of the *8th Edition of the Law Enforcement Accreditation Program Standards and Compliance Verification Manual*. The adoption of the manual was the culmination of a process during which staff surveyed stakeholders for their input on which standards needed to be changed, clarified, deleted or added, and convened a Standards Review Committee, which evaluated existing standards for relevance and clarify and explored the need for new standards. The new manual contains 110 standards – 23 fewer than before – and features new standards related to missing persons and social media, and significantly revised evidence collection and hiring practices standards.

Accredited agencies were required to have their programs converted to the new standards by June 2016 and by the end of the year, 96 percent of all accredited agencies had successfully made the conversion. All accredited law enforcement agencies have now successfully converted to the new standards. There are 150 accredited law enforcement agencies in New York State.

Operation Return

This collaborative effort involving local, state, and federal partners, including the U.S. Marshals Service, is designed to locate and apprehend sex offenders who have absconded from Probation supervision. The initiative returns those offenders to the jurisdiction in New York State from which they absconded to face prosecution on the associated violation of probation and any criminal charges.

In 2016, 19 probation departments across the state identified 30 sex offenders who have absconded from probationer supervision. Of those, 17 have been apprehended and returned to court for re-sentencing: two Level 1 offenders, 12 Level 2 offenders and three Level 3 offenders.

Domestic Incident Report (DIR) Redesign and Training

Police officers are required to complete a domestic incident report (DIR) whenever they respond to a domestic incident call involving members of the same family or household, regardless of whether a crime has been committed.

In 2016, DCJS distributed a revised Domestic Incident Report to all police agencies. The revised report – the result of a comprehensive review by a multidisciplinary group of stakeholders – has been streamlined to improve ease of use and improve the accuracy of information collected.

New York State last redesigned the Domestic Incident Report, which police have been required to use for more than two decades, in 2011. The latest revisions eliminate duplication and provide more space for narrative details, victim interview information and statements from witnesses and/or suspects. Yes/No questions with corresponding check boxes will also improve the accuracy of data collection.

DCJS also developed an online training that provides an overview of the revised report and how it should be completed. More than 9,000 police officers from agencies across the state, as well as stakeholder agency personnel, completed training in 2016.

Justice System Improvements and Initiatives

Lean

DCJS has fully embraced the Lean Program implemented by Governor Andrew M. Cuomo. In 2016, DCJS staff worked to incorporate Lean principles into an already robust performance program. Each major office within the agency prepared an inventory of its processes to fully capture the scope of managing DCJS activities. Those processes also were categorized by the agency's goals and reviewed for possible Lean intervention. In addition, managers are reviewing data related to their operations every month as a cornerstone for implementing or expanding data-driven decision making. In addition, new metrics are being developed as needed to report on the effectiveness of the agency's processes.

The agency's Office of Human Resources Management effectively used Lean to redesign two processes key to recruitment and hiring. Using Lean principles and guidance, the HRM team conducted a customer service survey and reimagined how the process should work. This resulted in the elimination of levels of review, revision of forms, clarification of instructions and implementation of electronic processing, all of which contributed to processing time being cut in half and improved customer satisfaction. The state Lean Office recognized DCJS as a leader in improving the Human Resource Management process and the agency's team is now working with other state agencies to develop standard practices that can be adopted.

Expansion of County Re-entry Task Forces

DCJS expanded funding for County Re-Entry Task Forces in 2016: \$4 million was used to create a new County Re-Entry Task Force in Queens and to allow 19 existing Task Forces to hire a coordinator and serve more individuals in Albany, Broome, Bronx, Dutchess, Erie, Kings, Monroe, Nassau, New York, Niagara, Oneida, Onondaga, Orange, Rensselaer, Rockland, Schenectady, Suffolk, Ulster and Westchester counties. The Task Forces are required to provide cognitive behavioral treatment or employment readiness training and serve approximately 4,000 individuals annually. These individuals are returning to those counties after serving a state prison sentence and have been assessed as needing coordinated substance abuse and mental health treatment; job training, placement and skill development; and cognitive behavioral interventions, which are designed to help individuals change thinking that contributes to criminal behavior, improve positive motivation and further develop social skills.

County Re-entry Task Forces are co-chaired by representatives from the county and the state Department of Corrections and Community Supervision and include law enforcement, community supervision, social services and mental health professionals, as well as victim advocates and substance abuse treatment providers.

Upgrades to Electronic Fingerprint Technology

All fingerprints taken after an arrest in New York State must be submitted electronically to DCJS. In 2016, the agency provided more than \$453,000 to 39 police departments and sheriffs' offices so they could purchase new electronic fingerprinting equipment.

These grants will help ensure that police, prosecutors and the courts continue to receive positive identification and any past criminal history information of arrestees prior to arraignment. This information is crucial in determining how cases against arrested individuals proceed, including whether bail is set by the court.

Youth Justice System Improvements

Reducing Racial and Ethnic Disparities

In 2016, the DCJS Race Equity Coordinator continued to provide guidance and technical assistance related to reducing racial and ethnic disparities to all youth justice initiatives sponsored by the agency at the regional and local level.

School Justice Mental Health

Using a grant through the MacArthur Foundation and the U.S. Department of Health's Substance Abuse and Mental Health Services Administration, DCJS partnered with the Schenectady City School District to implement a diversion model for students with behavioral and mental health needs.

After a year-long planning process, the team developed an alternative track and screening process for students referred for a superintendent hearing as result of behaviors exhibited in the classroom. Youths who consent to participate in the program receive a behavioral health screen and either a full mental health assessment or the Youth Assessment and Screening Instrument. A case plan is developed based on the results of these screenings and assessments, designed to connect the youth to services and outline the conditions under which he or she may return to school.

Program outcomes are being monitored to measure success and, if the model proves effective, DCJS will work with other jurisdictions to implement similar programs.

Juvenile Re-entry Second Chance Grant

New York State was awarded a \$650,000 federal grant to implement a model program in the Mohawk Valley that will use evidence-based strategies to reduce recidivism and improve outcomes for youth under community supervision. Expanding on earlier efforts, DCJS partnered with Kids Oneida – a service provider based in Utica – to establish the Upstate Juvenile Community Supervision Project in Herkimer, Madison, Montgomery, Oneida, Otsego and Oswego counties.

The project will serve youth under probation supervision as the result of a family court proceeding, as well as those who are returning home to their communities after a juvenile delinquency placement. The project includes developing a trauma screening, full assessment and treatment services for youth with past traumatic experiences.

Kids Oneida will help youth and families to access the community-based programs that provide skill building, mentoring, family engagement, family skills training and family therapy. A key goal of the project is to reduce recidivism and racial and ethnic disparities in the youth justice system.

Incorporating Youth Voices

The New York State Juvenile Justice Advisory Group funded the Youth Empowerment Academy in 2016, a weekend learning academy attended by nine formerly justice-involved youth who learned a systems perspective on the juvenile justice system. They learned how to facilitate focus groups and synthesize information gathered at those meetings into a detailed report with recommendations for system improvement. The training resulted in four participants conducting focus groups in Albany, Buffalo and Long Island and issuing a report with recommendations resulting from the feedback the groups received.

DCJS also partnered with the New York City Administration for Children's Services' Office of Family Engagement and Youth Advocacy to send a delegation of staff and formerly system-involved youth to the 2016 Youth Summit in Washington, D.C. Participants attended seminars taught by national and local experts on topics including advocacy and using youth; the school-to-prison pipeline; youth and police interactions; re-entry; racial and ethnic disparities; and mental health and trauma. Participants were expected to use the skills they learned as they continue their efforts with family engagement services in New York City.

State Partnership for Youth Justice

DCJS teamed with the state Office of Children and Family Services and state Office of Court Administration to lead the Partnership for Youth Justice, a group of practitioners focused on implementing strategies to improve outcomes for youth and communities.

These strategies include collaboration, use of data, objective admissions decisions, alternatives to detention programming, expedited case processing, "special detention" cases, conditions of confinement, and reducing racial and ethnic disparities. Subcommittees worked to implement these strategies with evidence-based practices, examine barriers to diversion, and provide support to the six local collaborative groups.

The Juvenile Justice Advisory Group also sponsored the Partnership for Youth Justice State Training Conference in Syracuse, which drew more than 130 diverse juvenile justice stakeholders from across the state in September 2016.

Regional Youth Justice Team

The Juvenile Justice Advisory Group continued funding for nine Regional Youth Justice Teams, which bring professionals together across disciplines and counties to work cohesively on juvenile justice reform issues. DCJS coordinates these local and regional juvenile justice system improvement efforts. Advisory Group grants have supported data improvement, needs assessment and strategic planning activities to improve community responses to justice-involved youth and their families. Regional approaches and practices are shared with other regions and counties to promote best practices.

Rural Communities of Practice

DCJS engaged a consultant who worked with Office of Youth Justice staff to establish the Rural Community of Practice, a learning community of rural counties. Under this initiative, seven multidisciplinary teams representing 20 counties participate in this collaborative. With technical assistance from DCJS, teams met locally to identify needs specific to rural communities and solutions to remedy gaps in services. A final report was issued outlining the formation, work and accomplishments of the rural community of practice and included recommendations for continuing and broadening these efforts.

Appendix A

Criminal Justice Policy Boards and Commissions

DCJS supports seven advisory boards and commissions, members of which are appointed by the governor. These boards formulate public policy, develop strategic plans and advise the DCJS Commissioner, Governor and legislators in areas of DNA, juvenile justice, motor vehicle theft and insurance fraud prevention, police training and accreditation and security guard training through the following offices: Office of Public Safety, Office of Forensic Services, Office of Program Development and Funding, Office of Juvenile Justice and Office of Legal Services.

Board of Examiners

The Sex Offender Registration Act enacted in January 1996 established a five-member Board of Examiners of Sex Offenders to assess registrants released from jail or prison and recommend a risk level. The board also determines whether an offender convicted in another jurisdiction must register with the state's Sex Offender Registry when the offender establishes a residence in New York State. Costs incurred by the board are supported by DCJS and the Department of Corrections and Community Supervision.

Juvenile Justice Advisory Group

Federal law requires all states to establish an advisory group to oversee the strategic planning and federal grant funding allocation to organizations that address juvenile delinquency and prevention issues. The Juvenile Justice Advisory Group has between 15 and 33 members who must have training, experience, or special knowledge in the areas of prevention and treatment of juvenile delinquency or the administration of juvenile justice.

With DCJS staff support, the Advisory Group finalizes New York's three-year juvenile justice plan, which identifies funding priority areas. Federal juvenile justice funds are used as seed money to establish and support new and innovative projects that seek to measurably reduce juvenile crime, promote individual accountability, enhance public protection, and prevent delinquency through positive youth development.

Motor Vehicle Theft & Insurance Fraud Prevention Board

The 12-member board oversees a demonstration program that supports initiatives designed to reduce motor vehicle theft and related motor vehicle insurance fraud. The program provides state funds to support police and prosecutors in communities with high incidents of motor vehicle theft and insurance fraud, allowing those jurisdictions to support specialized law enforcement strategies to combat the crimes.

The board has representation from the motor vehicle insurance industry and consumers, law enforcement agencies, and the judicial system. The board also develops an annual plan with recommendations on how to reduce motor vehicle theft and motor vehicle insurance fraud statewide.

Law Enforcement Agency Accreditation Council

The 17-member council provides overall direction for the Law Enforcement Accreditation

Program by issuing standards and setting policy. The council also has exclusive authority to grant accreditation status.

Established in 1989, the program is designed to be a contemporary way of helping police agencies evaluate and improve their overall performance. The program has four principal goals: to increase the effectiveness and efficiency of law enforcement agencies utilizing existing personnel, equipment and facilities to the extent possible; to promote increased cooperation and coordination among law enforcement agencies and criminal justice agencies; to ensure the appropriate training of law enforcement personnel; and to promote public confidence.

Security Guard Advisory Council

The 17-member council addresses program and policy requirements and recommends rules and regulations to the DCJS commissioner concerning the following: the approval or revocation of security guard training schools and training programs; the minimum courses of study and all training requirements to be fulfilled by schools; the minimum qualifications for instructors at approved security guard training schools and training programs; and the training requirements for unarmed and armed security guards.

DCJS approves private security training schools and provides administrative oversight of mandated security guard training. The state Department of State is responsible for licensing security guards.

Commission on Forensic Science

The 14-member commission is empowered to develop minimum standards and a program of accreditation for all forensic laboratories in New York State. Accreditation of a forensic DNA laboratory is granted through the seven-member DNA Subcommittee, which also advises the commission on any matter related to the implementation of scientific controls and quality assurance procedures for the performance of forensic DNA analysis.

Municipal Police Training Council

The eight-member council promulgates minimum training requirements for newly-appointed police officers and a course of training for police officers appointed to supervisory positions. It also recommends rules and regulations for minimum standards for law enforcement and correctional training programs; instructor certifications and develops and approves law enforcement model policies designed to enhance the way local law enforcement agencies serve and protect their communities.

Appendix B

In addition to this Annual Performance Report, DCJS is statutorily required to publish the following reports, which are posted to the DCJS website: www.criminaljustice.ny.gov

Crime in New York State Final Data Final index crime statistics for New York State satisfies the reporting requirement found in Executive Law §837(4)(c). Historical crime data is also presented.

Gun Involved Violence Elimination (GIVE) Initiative Annual Report This report provides information about GIVE, which provides funding to law enforcement agencies in 17 counties Upstate and on Long Island and requires those agencies to use evidence-based strategies to reduce gun violence and firearm-related homicides. It satisfies the reporting requirement found in Section 837-a(8) of the Executive Law.

Missing Persons Clearinghouse Annual Report Information and statistics about New York State's Missing Persons Clearinghouse which satisfies the reporting requirement found in Executive Law §837-f(12).

Law Enforcement Accreditation Program Annual Report Information and statistics about New York State's Accreditation Program which satisfies the reporting requirement found in Executive Law §846-h(10).

Hate Crimes in New York State Annual Report Hate crime incidents that law enforcement agencies reported to DCJS, including data on the number of incidents reported and the type of reported bias. The report satisfies the reporting requirement found in Executive Law §837(4-c).

New York State Felony Processing Final Report, Indictment through Disposition Summarizes the processing of felony cases in New York State superior courts and satisfies the reporting requirement found in Executive Law §§837-a(1) and 837-a(2).

New York State Violent Felony Offense Processing Report Information related to the processing of persons charged with violent felony offenses satisfies the reporting requirement found in Executive Law §§837-a(3) and 837(4)(f).

Committee for the Coordination of Police Services to the Elderly Annual Report Information about committee activities and community-policing programs aimed at improving the quality of life and safety of elderly persons, satisfies the reporting requirement found in Executive Law §844-b(3-a).

New York State Report on Felony Insurance Fraud Offenses Information related to the processing of persons charged with Insurance Fraud felony offenses which satisfies the reporting requirement found in Executive Law §§837-a(1) and 837-a(5).

New York State Report on Environmental Conservation Law Hazardous Waste and Waste Disposal Offenses Information related to the processing of persons charged with violations of

various provisions of the Environmental Conservation Law which satisfies the reporting requirement found in Executive Law §§837-a(1), 837-a(5).

New York State Asset Forfeiture Annual Report Information related to monetary assets forfeited and distributed which satisfies the reporting requirements found in Executive Law §837-a(6).