



# GRANTS LANDSCAPE

REVIEW SUMMARY



**PUBLIC SAFETY**  
PARTNERSHIP

Building Safer Communities

A special thanks to the subject matter expert who contributed to the development of grants landscape assessment reports for the National Public Safety Partnership sites: Joan Brody

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# INTRODUCTION

The National Public Safety Partnership (PSP) program provides an innovative framework for the US Department of Justice (DOJ) to enhance its support of state, local, and tribal law enforcement and prosecution authorities as they investigate and prosecute violent criminals, especially those involved in gun crime, drug trafficking, and gang violence. Through the PSP, DOJ helps American cities of different sizes and needs support and build their capacity to fight crime. PSP facilitates the development of data-driven, evidence-based strategies tailored to the needs of participating cities to address serious violent crime challenges.

Departments and agencies participating in the PSP program complete a series of assessments to identify a baseline understanding of their challenges and areas for growth. The grants landscape review helps PSP sites evaluate their capabilities and capacity to apply for, win, and manage grant opportunities. Grants landscape reviews are designed to meet the following objectives:

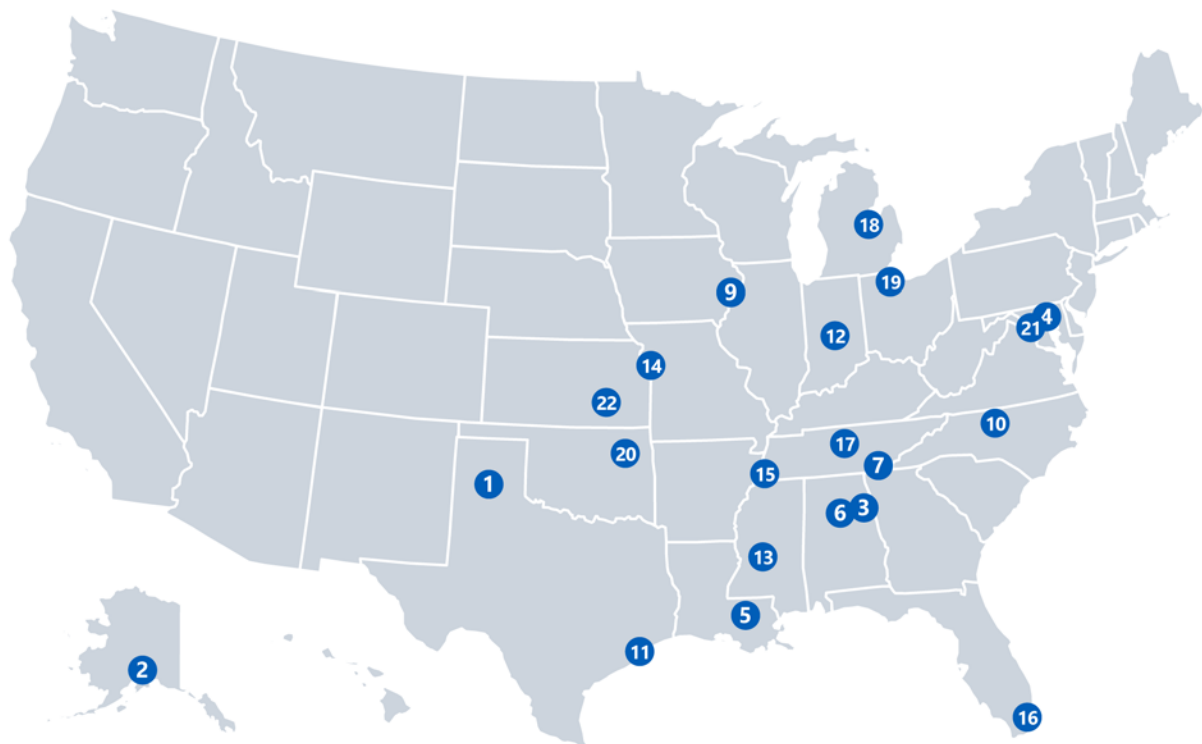
- Gather information on the site's grant process, from grant identification to grant award administration and implementation.
- Create an initial "wish list" as the foundation of the site's grant strategy.
- Develop a complete grant strategy.
- Identify future funding opportunities from traditional DOJ agencies, other federal resources, and state and private funding opportunities.

To review a site's grant strategy and management abilities and needs, a PSP grant strategy subject matter expert (SME) begins by reviewing background information provided by the site about the department's current grant portfolio and writing and management capacity. The SME then conducts an onsite visit to assess the site's current grant strategy by reviewing past grant applications, policies, procedures, and other documents related to the grant application and management process. The SME also interviews local personnel, tours the department facilities, and discusses department funding priorities with leadership.

The SME then writes a grants landscape review report that identifies grant strategy gaps, needs, and best practices. The report also provides recommendations for advancing the site's grant strategy and identifying future TTA and grant opportunities. Finally, the PSP site team helps the site implement the recommendations from the report and track progress. This assistance can include specific types of TTA, such as peer exchanges; further SME assistance; guidance on relevant grants; or examples of policies or procedures from other law enforcement agencies.

As of July 2025, 22 of the 65 PSP sites had completed a formal grants landscape review (see Figure 1).

Figure 1. PSP sites that have completed a grants landscape review



- |                       |                      |                   |
|-----------------------|----------------------|-------------------|
| 1 Amarillo, TX        | 9 Davenport, IA      | 17 Nashville, TN  |
| 2 Anchorage, AK       | 10 Greensboro, NC    | 18 Saginaw, MI    |
| 3 Anniston/Oxford, AL | 11 Harris County, TX | 19 Toledo, OH     |
| 4 Baltimore, MD       | 12 Indianapolis, IN  | 20 Tulsa, OK      |
| 5 Baton Rouge, LA     | 13 Jackson, MS       | 21 Washington, DC |
| 6 Birmingham, AL      | 14 Kansas City, MO   | 22 Wichita, KS    |
| 7 Chattanooga, TN     | 15 Memphis, TN       |                   |
| 8 Cleveland, OH       | 16 Miami, FL         |                   |

In this report, we identify common themes, technical gaps, and recommendations from completed grants landscape reviews across PSP sites. To analyze common themes, we coded the recommendations to predetermined categories that aligned with PSP core outputs. We present our findings in both quantitative and qualitative formats. In the following sections, we review our analytical methods and subsequent findings in detail. **This report provides PSP stakeholders with an understanding of common gaps or needs in grant strategy capabilities and practices among PSP sites, the types of recommendations made to PSP sites, and areas for potential program-wide TTA to strengthen PSP site grant strategy and management capacity.**

Some common findings and recommendations include the following:

- Law enforcement agencies often do not have formal grant strategies in place to address strategic priorities through grant opportunities.
  - Create a wish list of grants and other resources that could help fulfill strategic priorities.
- Law enforcement agencies benefit greatly from partnering with their own local police foundations to address resource challenges.
  - Consider a variety of funding sources through local, state, and national opportunities.
- Grant opportunities sometimes require or strongly encourage collaboration, particularly with service providers or research organizations.
  - Consider partnering with a university or other local or national research centers to pursue research grant opportunities.
- Often, grant writers lack sufficient knowledge of law enforcement to write strong grant applications on their own.
  - Restructure approaches to grant writing by designating a concept paper coordinator.

# FINDINGS

Using the 22 grants landscape review reports, the PSP evaluation team coded 440 references to 10 theme categories and 84 themes within those categories (see Appendix A for further details on the review methodology). The most common themes across the 22 reports were in the funding, planning, and interagency partnerships categories (Table 1).

Table 1. Theme categories found in grants landscape reviews

Theme Category	Number of Occurrences
Funding	331
Planning	65
Interagency partnerships	17
Investigation and prosecution	15
Personnel	10
Data and analysis	2
Crime prevention	0
Governance and policy	0
Community stakeholders	0
Technology	0
<b>Total</b>	<b>440</b>

As shown in Table 2, [grant writing process and staff](#) in the funding category was the most common individual theme, with 53 references. [Private and foundation funding](#), [strategic planning](#), and [research partnerships](#) were the next most common individual themes, with 32, 24, and 17 references, respectively. We discuss the most common themes and analyze specific recommendations pertaining to each theme later in this report.

Table 2. Most common references at a glance

Themes and Theme Categories	Number of References Coded (Cumulative)
<b>FUNDING</b>	171
Grant writing process and staff	53
Private and foundation funding	32
Research partnerships	17
Diverse funding sources	14
More funding	12
State funding	11
Budget	9
Federal funding and grants	8
Local funding	4
Cost benefit analysis	0



As shown in Table 3, the intersection of **personnel** and **community stakeholders** was the most common. The frequency of cross-references indicates the importance of collaboration inside and outside police agencies in improving grant strategies across PSP sites.

Table 3. Intersection of themes among all reports

	Community stakeholders	Crime prevention	Data and analysis	Funding	Governance and policy	Interagency partnerships	Investigation and prosecution	Personnel	Planning	Technology
Community stakeholders		●	●	●	●	●	●	●	●	●
Crime prevention			●	●	●	●	●	●	●	●
Data and analysis				●	●	●	●	●	●	●
Funding					●	●	●	●	●	●
Governance and policy						●	●	●	●	●
Interagency partnerships							●	●	●	●
Investigations								●	●	●
Personnel									●	●
Planning										●
Technology										

The following sections contain examples of recommendations made across grants landscape reviews to demonstrate the commonalities.

# FUNDING

Recommendations regarding funding discussed identifying and applying to public and private funding sources. In some cases, this process involves working with research partners and foundations and increasing grant writing capacity within the agency.

## **Sixteen reports recommended enhancing or cultivating research partnerships to support grant seeking efforts.**

**RECOMMENDATION:** Continue to enhance [the department's] research partnerships and action-research grant-seeking efforts. Additionally, expand access to additional student analysts, grant writers, and grant administrators by continuing to meet with potential local and national university and private research partners to discuss researcher-practitioner partnerships and grant-seeking and grant administration help.

**RECOMMENDATION:** [The police department] and the county prosecutor's office should expand and enhance research partnerships, action-research grant opportunities, and access to analysts by meeting with potential research partners in the next month to discuss current fiscal year (FY) 2019 grant solicitations. They should continue to meet regularly with research partners to discuss future projects in FY 2020 and beyond....[The department] should work with the US Attorney's Office on accessing state public funding streams.

**RECOMMENDATION:** [The department] should expand its research partnerships and action-research grant opportunities, as well as its access to analysts, by continuing to meet with potential local and national research partners to discuss potential researcher-practitioner partnerships.

**RECOMMENDATION:** After the FY 2021 DOJ Program Plan is out, [the department] should work with its respective research partners to match concept papers to forthcoming grant solicitations. If possible, it should also review the FY 2020 solicitation from the DOJ website (which should be similar to the forthcoming FY 2021 solicitation) to get a head start before FY 2021 solicitations are released. This process should continue into FY 2021 and FY 2022, whereby research partners would plan to meet at least annually with the police department when they revise their individual grant strategies for the upcoming grant season.

## **Thirteen reports recommended working with foundations to identify private funding opportunities.**

**RECOMMENDATION:** *[Department] should coordinate with the [department] Foundation to identify private funding streams to address the police department's needs.*

The SME recommends including the [department] Foundation in the internal working group to begin the process of seeking private funding options to address [department] needs. Often, small needs are identified during these meetings that the [department] Foundation can help support with a known funder or another resource.

**RECOMMENDATION:** Research local corporate and foundation competitive funding opportunities and develop a potential funder list for [the department]. Help [the department] match needs from its grant strategy work to the potential private funding list.

**RECOMMENDATION:** Identify private grant funding application opportunities that could be submitted via the police foundation (or, if needed, another local nonprofit until the police foundation is operational).

**Five reports recommended enlisting grant writing support from outside entities, such as students, consultants, or professional grant writers.**

**RECOMMENDATION:** Identify an additional grant writer and grant implementation assistance via students or professional contractual grant writers that may be funded pro bono or via private funding sources.

**RECOMMENDATION:** [The department] should continue to assess its internal grant development and implementation needs because these needs will increase when it receives more grant funding. [The department] should include administrative funding in FY 2020 grant applications to help grow its capacity for internal grant development and grant implementation....Identify and seek possible private funding for future additional assistance to grant proposal writers via students or professional contractual grant proposal writers.

# PLANNING

Recommendations regarding planning discussed how PSP sites can engage in formal and strategic planning processes to both identify future grant priorities and acquire funding through current grant opportunities. Recommendations include developing formalized internal grant working groups and engaging in strategic planning processes to inform grant strategy and decisions.

**Eight reports suggested engaging in some form of strategic planning when determining grant priorities.**

**RECOMMENDATION:** It is recommended that the police department evaluate the FY 2021 process for seeking, identifying, and writing grant applications and implementing grant awards by using a SWOT (strengths, weaknesses, opportunities, and threats) analysis or a similar strategic planning tool to continue enhancing its grant-seeking efforts in FY 2021 and beyond.

**Additionally, twelve reports recommended creating internal grants working groups to develop a list of needs or “wish list.”**

**RECOMMENDATION:** [The department] has started an internal grants committee or working group and undertaken other PSP assessments. To support this new internal working group and to match funding opportunities to recommendations contained in other PSP assessments, the SME proposes helping [the department] develop a formalized and documented grant strategy or “wish list” in early 2024.

**RECOMMENDATION:** Within the next six to nine months, [SME] will work with [the department]...to help (1) Prepare for and apply for new FY 2019 grant opportunities, (2) launch an internal grants working group, and (3) develop a proactive grant strategy for FY 2020. This working group will ensure that grant opportunities align with the City Strategic Plan once it is developed.

**RECOMMENDATION:** Although [the department] is engaged in a strategic planning effort and the Grants Unit will be included in next steps in this process, a more formalized and documented grants strategy or “wish list” would help the [department] Grants Unit more proactively identify and seek funding.

**RECOMMENDATION:** Work with [department] leaders and internal SMEs to help them develop their first grants strategy plan....The [department] grants strategy plan can help [the department] get a head start on FY 2021 grant proposals (via concept papers and white papers) and serve as a proactive marketing tool for potential public and private funders.

**Eight reports recommend developing brief concept papers to better position themselves for the upcoming grant season.**

**RECOMMENDATION:** [The department] should focus on current FY 2020 grant solicitations that meet its needs while simultaneously preparing concept papers for forthcoming grant opportunities through the end of the FY 2020 grant season.

**RECOMMENDATION:** [The department], the County Prosecutor's Office, and the County Probation Department should prioritize their top three grant needs or projects and develop short (one-to-two page) concept papers on each topic.

**RECOMMENDATION:** Review current concept papers and white papers from the [department], [District Attorney's] DA's office, and Crime Commission. Develop new concept papers that cover current priority projects. Use these summaries to identify and match anticipated future public and private grant solicitations.

# INTERAGENCY PARTNERSHIPS

Recommendations regarding interagency partnerships discuss ways in which PSP law enforcement agencies should partner with other agencies to strengthen their grant-writing capacity. Recommendations include collaborating with partners on grant strategies, using other agencies' expertise to contribute to grant writing, and networking with other agencies with successful grant writing units.

**Fifteen reports recommend working with local partners to assist with forthcoming grant solicitations.**

**RECOMMENDATION:** [The SME] will assist the police department, the county prosecutor's Office, the county probation department, and the mayor's office with identifying current grant opportunities as well as help [city]-based grant writers and administrators expand their networks.

**RECOMMENDATION:** Under PSP, [SME] will work with the police department and the District Attorney's Office to identify new private resources to support each agency's priorities and even possibly a joint project...[and] introduce the police department's grants team to grant administrators in other police departments across the nation.

**RECOMMENDATION:** [The department] and the District Attorney's Office should expand their research partnerships, action-research grant opportunities, and access to analysts by meeting with potential local and national research partners to discuss potential researcher-practitioner partnerships....[The department] should coordinate with the US Attorney's Office to more efficiently access state public funding streams through the District Attorney's Council by helping secure a visit from the State Circuit Attorney's Office within the next two months.

**RECOMMENDATION:** Meet with the mayor's office's grant writing team to coordinate the grant strategy and obtain further information on grant writing and implementation processes.

**Five reports encouraged networking with other successful and well-run grants units for peer learning.**

**RECOMMENDATION:** Meet with the County [Criminal Justice Coordinating Council] to discuss and coordinate grant strategies....[The SME] will also connect the police department with other successful and well-run grants units in other police departments to develop a network that the lieutenant can call upon for assistance and possibly a future peer exchange.

# CONCLUSION

The PSP evaluation team analyzed all available grants landscape review reports as of July 2025. This analysis uncovered the three most prevalent themes across all grants landscape review reports. First, the SMEs identified the need for agencies to explore a variety of sources of funding and to learn from past grant applications. Second, the SME identified the importance of establishing and engaging in formal and strategic planning processes to both identify future grant priorities and acquire funding. Finally, the SME encouraged PSP sites to engage with other organizations to strengthen their grant applications, learn about new grant strategies, and broaden the range of available grant opportunities through interagency partnerships.

# APPENDIX A: APPROACH AND METHODOLOGY

The PSP evaluation team reviewed all PSP assessment reports covering various topics to identify common themes, such as records management, data sharing, and peer agencies (see Appendix B for a full list with definitions). We also included themes that we did not find in the reviewed assessment reports but that we deemed relevant to PSP (and considered likely to be present in other PSP assessment reports) based on our background knowledge of PSP processes and TTA. Through this process, we identified 84 individual themes that correspond to assessment recommendations. We organized these themes into 10 categories (Figure 3).

Figure 3. Assessment theme categories



The PSP evaluation team used the qualitative analysis software NVivo to code the recommendations from the nonfatal shooting and homicide assessment reports against the 94 themes (both the 84 individual themes and the overarching theme categories) at the sentence level or higher, and we coded the recommendations to multiple themes when appropriate. The PSP evaluation team used the same themes for each topical assessment type; therefore, not all themes were present in every assessment.

Figure 4. Recommendation coding process



Each appearance of a coded sentence or group of sentences in the assessment reports created a “reference.” We could then rank the most common of the 84 themes by identifying those that had the greatest number of references.

# APPENDIX B: THEME DEFINITIONS

Table 4. Theme definitions

Theme	Definition
<b>Community stakeholders</b>	Interacting with community members and groups
External communication	Establishing formal communication with stakeholders and the community
Local media	Interacting with local media
New meeting	Creating a meeting with community partners
New partnerships	Creating partnerships that did not previously exist with community members or organizations
Outreach	Engaging with the community to share information and promote relationships
Policy and procedure	Policy and procedure related to community engagement and external information sharing
Procedural justice	Maintaining internal and external procedural justice
Social media	The use of social media
Strengthen partnerships	Improving and strengthening relationships between the police agency and its community
Trust	Increasing citizen and community trust in the police agency
<b>Crime prevention</b>	Proactively reducing the incidence of crimes
Drug crime prevention	Proactively reducing the incidence of crimes related to drugs and the drug market
Gang crime prevention	Proactively reducing the incidence of gang-related crimes
Gun violence prevention	Proactively reducing the incidence of gun-related crimes
Policing strategies	Structured approaches or methods used by law enforcement to prevent crime, maintain public order, and build community trust
Treatment and social services	Working with local social service providers to deliver assistance to community members
Youth	Working to address youth-related community issues
<b>Data and analysis</b>	Collecting and using metrics and information
CompStat	Recommendations related to the CompStat process and/or data and accountability
Crime mapping	Documenting and analyzing the geographical representation of crimes
Data dissemination	Methods to ensure data are sent to or consistently available to officers or agency partners
Evaluation and research	Assessing a departmental program
Data sharing	Agreements or methods to view or transfer data between organizations
Interoperability	The ability to access data between organizations or pieces of equipment
More analysis	The addition of specific forms of analysis to existing practices
New metrics	Additional information or data to collect that is not currently being collected or documented
Offender-based strategy	Analysis strategies that focus on the individual or individuals committing a disproportionate number of offenses
Processes and procedures	Analysis practices in a department
Report automation	Creating reports automatically using software rather than analytical personnel
Social network analysis	Analysis strategies that map or explore connections between offenders
<b>Funding</b>	Gathering and using financial resources
Budget	Adding additional line items to the budget; finding money in the budget
Cost benefit analysis	Measuring the costs and benefits of a proposed technology to an agency
Diverse funding sources	Soliciting funding from a variety of sources
Federal funding and grants	Seeking funding and grants from federal organizations
Grant writing process and staff	An agency's grant writing procedures and the staff involved in writing and managing grants
Local funding	Soliciting funding from local sources
More funding	Pursuing and using additional funding beyond an agency's current level
Private and foundation funding	Soliciting funding from private sources, including foundations
Research partnerships	Partnerships with universities or colleges to conduct research
State funding	Soliciting funding from state sources

Theme	Definition
<b>Governance and policy</b>	Agency management, standards, processes, and procedures
Discipline	Disciplinary actions in the department
Leadership	The training, structure, and role of leadership
Morale	Officer morale and departmental cohesion
SOPs	Standard operating procedures or established departmental procedures
Transparency	Being open, honest, and clear about actions, decisions, and processes
Use of force	Use of force policies, procedures, or practices
Wellness	Officer safety and physical and mental health
<b>Interagency partnerships</b>	Creating, strengthening, and sustaining relationships with other agencies
Criminal justice system	Developing partnerships among organizations across the justice system
Federal partnerships	Developing or strengthening partnerships with regional federal partners
Local partnerships	Developing or strengthening partnerships with local partners
New partnerships	Creating partnerships that did not previously exist
Peer agencies	Learning from other law enforcement (peer) agencies
State partnerships	Developing or strengthening partnerships with state partner organizations
Strengthen partnerships	Further developing existing partnerships
<b>Investigations</b>	Conducting and managing investigations, including crime-specific approaches to investigations
Case management	Managing the investigations process and associated materials
Cold cases	Old and challenging cases
Evidence	Evidence practices in investigations
Feedback	Information or responses about performance, actions, or work to guide improvement or reinforce positive behavior
Gangs	Gang-related crimes and activities
Homicide	Investigations of homicides
Procedures and policies	Investigation practices and standards
Social media	Using social media in investigations
Witnesses	Managing witnesses in investigations
<b>Personnel</b>	Staffing management and officer professional development
Civilianization	Assigning non-sworn (civilian) personnel to perform tasks that do not require the authority or training of a sworn police officer
Cross-unit collaboration	Collaboration among groups in a department
Culture	Collective values, norms, attitudes, and behaviors that exist within an agency, shaping how employees interact and make decisions
Departmental organization	Department units, hierarchy, and organizational relationships
Internal communication	Communication within the department
Organizational awareness	Ability of individuals within an agency to understand what is happening across the organization—such as ongoing initiatives, priorities, decisions, challenges, and internal dynamics. It means being informed about who is doing what, why it's being done, and how different teams and functions connect and impact each other.
Performance review	Formal assessment in which an individual's work performance is evaluated
Schedules and shifts	Departmental scheduling and shift practices
Staffing	The need to create and fill a specific position or unit; promotions
Training	Training for department personnel
<b>Planning</b>	Developing and institutionalizing agency changes
Strategic planning	Creating a plan of direction and action for the department
Sustainability	Institutionalizing technology and procedural changes
Working group	Small, focused team of individuals brought together to accomplish a specific goal or address a particular issue

Theme	Definition
<b>Technology</b>	Agency use of technology, including new equipment and procedural changes
Insufficient equipment	The need for additional equipment or replacement or repair of existing equipment
Integration	Combining different systems, software, or technologies so they work together seamlessly
Interoperability	The ability to access or use technology systems between organizations or pieces of equipment
IT support needed	Services or technology changes needed by the agency from the responsible IT organization
Privacy	Maintaining individual privacy as new technology and systems are introduced
Records management	RMS (records management systems) and the agency's ability to collect and store information
Software and hardware	Software or hardware technology needed by the agency
Technology suggestion	Specific new technology or technology change recommended to be implemented
Training needed	Technology training needed or recommended
User interface	The specific dashboard or form of presentation through which end-users (usually officers) engage with a software

# APPENDIX C: THEMES CODED BY EVALUATION TEAM

Table 5. Themes coded by category and number

Theme	Total number of times theme was coded across all PSP assessments
<b>Community stakeholders</b>	177
External communication	24
Local media	18
New meeting	3
New partnerships	7
Outreach	36
Policy and procedure	13
Procedural justice	2
Social media	43
Strengthen partnerships	29
Trust	10
<b>Crime prevention</b>	35
Drug crime prevention	2
Gang crime prevention	2
Gun violence prevention	6
Policing strategies	16
Treatment and social services	2
Youth	11
<b>Data and analysis</b>	122
CompStat	9
Crime mapping	10
Data dissemination	5
Evaluation and research	14
Data sharing	16
Interoperability	9
More analysis	42
New metrics	27
Offender-based strategy	3
Processes and procedures	9
Report automation	6
Social network analysis	5
<b>Funding</b>	210
Budget	18
Cost benefit analysis	1
Diverse funding sources	17
Federal funding and grants	10
Grant writing process and staff	54
Local funding	6
More funding	22
Private and foundation funding	34
Research partnerships	25
State funding	13
<b>Governance and policy</b>	35
Discipline	0
Leadership	3

Theme	Total number of times theme was coded across all PSP assessments
Morale	1
SOPs	13
Transparency	1
Use of force	0
Wellness	8
<b>Interagency partnerships</b>	<b>137</b>
Criminal justice system	56
Federal partnerships	10
Local partnerships	61
New partnerships	14
Peer agencies	13
State partnerships	7
Strengthen partnerships	12
<b>Investigations</b>	<b>425</b>
Case management	81
Cold cases	0
Evidence	18
Feedback	2
Gangs	3
Homicide	23
Procedures and policies	283
Social media	0
Witnesses	38
<b>Personnel</b>	<b>435</b>
Civilianization	13
Cross-unit collaboration	32
Culture	3
Departmental organization	83
Internal communication	45
Organizational awareness	5
Performance review	19
Schedules and shifts	18
Staffing	52
Training	169
<b>Planning</b>	<b>91</b>
Strategic planning	56
Sustainability	1
Working group	27
<b>Technology</b>	<b>106</b>
Insufficient equipment	2
Integration	5
Interoperability	17
IT support needed	7
Privacy	0
Records management	25
Software and hardware	30
Technology suggestion	40
Training needed	6
User interface	3



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