



Strengthening Law Enforcement and Community Relations Grant

Request for Proposals

Fiscal Year: 2015-16

Grant Period: July 1, 2016 - June 30, 2018

Eligible Applicants:

- Municipal Police Departments*
- County Sheriff's Departments*
- Cities that Contract for Law Enforcement Services*

**In Partnership with the Communities they Serve*

Released: February 5, 2016

Notice of Intent to Apply: March 18, 2016

Proposal Due Date: ~~April 1, 2016~~ EXTENDED to April 15, 2016



BOARD OF STATE & COMMUNITY CORRECTIONS
2590 VENTURE OAKS WAY, SUITE 200
SACRAMENTO CA 95833
WWW.BSCC.CA.GOV



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Contact Information

This Request for Proposals (RFP) provides the information necessary to prepare a proposal to the Board of State and Community Corrections (BSCC) for grant funds available through the Strengthening Law Enforcement and Community Relations Grant (Strengthening Grant).

The BSCC staff cannot assist the applicant with the actual preparation of the proposal. Any technical questions concerning the RFP, the proposal process or programmatic issues must be submitted by email to:

Ricardo Goodridge, Field Representative
ricardo.goodridge@bscc.ca.gov

Proposal Due Date and Submission Instructions

Applicants must submit the original, signed proposal plus one copy according to the instructions below. Both the original and the copy must be received (not just postmarked) by the BSCC's Corrections Planning and Programs Division by **5:00 p.m. on Friday, April 1, 2016 EXTENDED to April 15, 2016.**

- 1) Mail the original, signed proposal to the following address:

Board of State and Community Corrections
Corrections Planning and Programs Division
2590 Venture Oaks Way, Suite 200
Sacramento, CA 95833
Attn: Strengthening Grant

- 2) Email a scanned copy of the signed proposal to: ricardo.goodridge@bscc.ca.gov.

Note: Proposals received after 5:00 p.m. on ~~April 1, 2016~~ April 15, 2016 will be deemed ineligible.

Notice of Intent to Apply

Applicants interested in applying to the Strengthening Grant are asked to submit a non-binding Notice of Intent to Apply. Notices will aid the BSCC in its proposal review process.

There is no specific template for the Notice of Intent to Apply. The notice should include the name of the Lead Agency (see page 4) and a brief statement indicating the agency's intent to submit a proposal. Failure to submit a Notice of Intent to Apply is not grounds for disqualification. Further, prospective applicants that submit a Notice of Intent to Apply and decide later not to apply will not be penalized.

Please submit your non-binding Notice of Intent to Apply by **Friday, March 18, 2016** via email or in the form of letter. Please use one of the following submission options:

Email responses: Patricia Ferguson, Program Analyst
patricia.ferguson@bscc.ca.gov

Written responses: Board of State and Community Corrections
Corrections Planning and Programs Division
2590 Venture Oaks Way, Suite 200
Sacramento, CA 95833
Attn: Patricia Ferguson, Program Analyst

Bidders' Conferences

The BSCC plans to hold two Bidders' Conferences in advance of the proposal due date of ~~April 1, 2016~~ April 15, 2016. The purpose of the conferences is to provide clarity on the RFP and respond to questions.

Bidders' Conferences are tentatively scheduled for February 22, 2016 in Sacramento County and February 23, 2016 in Los Angeles County. Exact dates, locations and times will be posted to the BSCC website (www.bscc.ca.gov) by February 12, 2016.

Individuals with questions about the RFP who are unable to attend a Bidders' Conference should submit questions in writing to Ricardo Goodridge, Field Representative, at ricardo.goodridge@bscc.ca.gov.

The BSCC will accept and respond to questions about this RFP from February 5, 2016 to March 18, 2016. Questions and answers will be posted on the BSCC website.

Background Information

Many jurisdictions in California have long-established efforts to foster open communication between law enforcement and the communities they serve, but there is more work to be done. Several controversial officer-involved shootings and other racially-charged incidents around the country have highlighted this need. The California Legislature has created an opportunity to bolster existing efforts and encourage new

jurisdictions to begin the work. In Fiscal Year (FY) 2015-16, the Legislature established a new grant program.

The Budget Act of 2015 allocates \$6,000,000 to the BSCC to administer this new grant program, which is titled the Strengthening Law Enforcement and Community Relations Grant (Strengthening Grant). The Budget Act, in pertinent part provides:

The Board of State and Community Corrections shall provide grants to local law enforcement for programs and initiatives intended to strengthen the relationship between law enforcement and the communities they serve, including, but not limited to, providing training for front-line peace officers on issues such as implicit bias; funding for research to examine how local policing services currently are being delivered; assessing the state of law enforcement-community relations; comparing the status quo with the best practices in the policing profession; and receiving recommendations for moving forward, including the identification of policing models and operational options to improve policing; problem-oriented policing initiatives such as Operation Ceasefire; restorative justice programs that address the needs of victims, offenders, and the community; behavioral health training and any one-time costs associated with implementing, expanding, and maintaining a program designed to capture peace officer interactions with individuals in the community. The Board of State and Community Corrections may use up to 5 percent of the total amount available in this item to administer this program.

To receive a grant under this item, the applying agency shall be in full compliance with Section 11108 of the Penal Code with respect to firearms.

The establishment of this grant program mirrors recent efforts at the federal level. On December 18, 2014, President Barack Obama signed Executive Order 13684 establishing the Task Force on 21st Century Policing. In establishing the task force, the President spoke of the distrust that exists between too many police departments and too many communities—the sense that in a country where our basic principle is equality under the law, too many individuals, particularly young people of color, do not feel as if they are being treated fairly (*The President’s Task Force on 21st Century Policing, May 2015*).

“When any part of the American family does not feel like it is being treated fairly, that’s a problem for all of us,” said the President. “It’s not just a problem for some. It’s not just a problem for a particular community or a particular demographic. It means that we are not as strong a country as we can be. And when applied to the criminal justice system, it means we’re not as effective in fighting crime as we could be.” This grant program represents an opportunity for California jurisdictions to continue or start anew this important work.

Description of the Strengthening Grant

The Strengthening Grant is intended to fund collaborative law enforcement-community approaches that aim to improve, strengthen, establish or reestablish positive meaningful relationships between law enforcement and the communities they serve. Consistent with the statutory language, this grant was established in part to raise awareness about the existence of implicit bias and its impact on interactions between law enforcement and the community.

Eligibility

Eligible applicants are limited to:

- Municipal police departments in partnership with the communities they serve;
- County sheriff's departments in partnership with the communities they serve; and
- Cities that contract for law enforcement services in partnership with the communities they serve.

For the purposes of this RFP, municipal police departments, county sheriff's departments, and cities that contract for law enforcement services are considered "Lead Agencies."

Lead Agencies must:

- Collaborate and partner with members, organizations and/or representatives of the communities they serve in the planning, development and implementation of the proposed approach. Partnerships between Lead Agencies and these members, organizations and/or representatives must be formalized via Letters of Agreement. (See Community Engagement section.)
- Pass through a minimum of **30 percent** of the total grant award to one or more of those community partner(s) identified in the proposal, in order to demonstrate a shared partnership rooted in community engagement and economic equity.

To be eligible, Lead Agencies must also self-certify that they are in compliance with Penal Code Section 11108, which is a requirement to report certain stolen, lost and found property. Applicants must complete Appendix A and submit it with the proposal.

President's Task Force on 21st Century Policing: Six Pillars

The President's Task Force on 21st Century Policing was created to strengthen community policing and trust among law enforcement officers and the communities they serve. The task force included a cross section of law enforcement, academia, civil rights organizations and non-profit organizations, with support from the U.S. Department of Justice, among many others.

The task force conducted hearings, reviewed research and made recommendations to the President. Data and information gathered from this process are captured in *The Final Report of the President’s Task Force on 21st Century Policing*. The report can be viewed in its entirety at: http://www.cops.usdoj.gov/pdf/taskforce/TaskForce_FinalReport.pdf.

The report captures key themes under six “Pillars.” These Pillars include: 1) Building Trust and Legitimacy, 2) Policy and Oversight, 3) Technology and Social Media, 4) Community Policing and Crime Reduction, 5) Training and Education and 6) Officer Wellness and Safety. Each Pillar provides background on how it was developed and includes recommendations and action items.

All proposals (whether individual or joint) must address some aspect of Pillar One (Building Trust and Legitimacy). In addition to Pillar One, Applicants must identify at least one other Pillar the project will address. There is no limit on the number of Pillars a proposal may address. In the proposal, Applicants must be able to show a link between proposed activities or strategies and the Pillars listed in Table 1 below.

For your convenience, a summary of each of the six Pillars is provided in Table 1. Note that these summaries are intended as high level synopses only and are not a substitute for reading each Pillar in its entirety.

Pillars	Pillar Summary
Pillar One: Building Trust and Legitimacy	Building trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve. Decades of research and practice support the premise that people are more likely to obey the law when they believe that those who are enforcing it have authority that is perceived as legitimate by those subject to the authority.
Pillar Two: Policy and Oversight	If police are to carry out their responsibilities according to established policies, those policies must reflect community values. Law enforcement agencies should collaborate with community members, especially in communities and neighborhoods disproportionately affected by crime, to develop policies and strategies for deploying resources that aim to reduce crime by improving relationships, increasing community engagement and fostering cooperation.
Pillar Three: Technology and Social Media	The use of technology can improve policing practices and build community trust and legitimacy, but its implementation must be built on a defined policy framework with purposes and goals clearly delineated. Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability and privacy.

Pillars	Pillar Summary
Pillar Four: Community Policing and Crime Reduction	Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should, therefore, work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.
Pillar Five: Training and Education	Today’s line officers and leaders must be trained and capable to address a wide variety of challenges including international terrorism, evolving technologies, rising immigration, changing laws, new cultural mores and a growing mental health crisis.
Pillar Six: Officer Wellness and Safety	The wellness and safety of law enforcement officers is critical not only for the officers, their colleagues and their agencies but also to public safety. . . The support and proper implementation of officer wellness and safety is a multi-partner effort.

Grant Period

The grant period for these funds is July 1, 2016 through June 30, 2018; grantees will have two years to spend the requested funds.

NOTE: The Governor’s Proposed Budget for FY 2016-17 includes an additional \$6,000,000 for the Strengthening Grant. While it is not yet known whether that funding will be part of the final 2016-17 budget, **if the funding is approved by the Legislature and included in the final budget**, the BSCC will fund additional grants beginning in 2016. Additional grants will be funded from those candidates remaining on the rank-ordered list that the BSCC approves in connection with this RFP. There will not be a new RFP issued for FY 2016-17 funds.

Joint Proposals

Two or more eligible applicants (see Eligibility section, page 4) may partner to submit a joint proposal, but one must be designated as Lead Agency for contracting purposes. Joint proposals must comply with the eligibility criteria listed above in the planning, development and implementation of the proposed approach. A Lead Agency may not submit both an individual and a joint application.

Funding Thresholds

The Strengthening Grant is a state-funded grant established in FY 2015-16. The BSCC will retain five percent of the FY 2015-16 allocation to administer the grant. Approximately \$5,700,000 will be available through a competitive process.

Applicants are encouraged to request only the amount of funds needed to support proposals.

- The maximum allowable grant amount for an individual application is **up to \$600,000.**
- The maximum allowable grant amount for a joint application is **up to \$850,000.**

Required Local Match

A local match totaling a minimum of **20 percent** of the grant funds requested must be identified in the proposal budget. This obligation may be met through cash or in-kind matching funds, or a combination of both. Cash match, also known as hard match, is income from a source other than grant funds that is budgeted for the project. When used to augment the project, cash expenditures for items such as personnel, facilities and supplies may be considered cash match. In-kind match, also known as soft match, is the project's contribution of non-cash outlay of materials or resources to support grant award activities. It may include non-cash outlay contributed by other public agencies, private organizations and individuals. Examples include donated office supplies, equipment, professional services and volunteer time. Both cash and in-kind match must be specifically identified by line-item in the budget. This requirement must be met in both individual and joint applications.

Work Plan

Each applicant must develop a Work Plan as part of this application process. A Work Plan identifies measurable goals and objectives, a timeline for the project, as well the processes and responsible parties necessary to accomplish the goals and objectives. The Work Plan template is provided in Appendix D.

Community Engagement

Community engagement has been identified as a critical component of the Strengthening Grant. Inherent in the development of this RFP is an acknowledgement that the success of any effort to strengthen law enforcement/community relations depends on strong support, communication and collaboration between both parties. Law enforcement cannot problem solve without help from its communities; likewise communities cannot understand the complexities of police work without engaging its law enforcement partners. As stated in the Eligibility section, a formalization of this partnership is a requirement of this grant.

Community partners could include community-based organizations, faith-based organizations, non-profits, service providers, advocacy groups or justice-involved individuals and their families. Each Lead Agency will be responsible for determining which and how many community partners are included in the grant proposal, but should be able to articulate why they selected certain partners in relation to the make-up and culture of the community and the need that will be addressed.

Lead Agencies are required to engage these community partners in the identification of the needs facing the community, the development of a plan for how to best address those needs and the selection of activities or strategies to implement that plan. The discussions that take place could be guided by the following questions:

- *What outreach was done by the Lead Agency to engage the community in planning for the Strengthening Grant?*
- *How did the Lead Agency ensure that it reached out to those communities most impacted by the need, including system-involved individuals and their families?*
- *How did the Lead Agency and community partner(s) develop a partnership that would be mutually beneficial?*
- *How did the Lead Agency and community partner(s) decide on the approach that would be used in the Strengthening Grant?*
- *What steps will the Lead Agency and community partner(s) take to ensure mutual involvement in all stages of the planning, development and implementation of the proposed approach?*

a. Letter(s) of Agreement

Formalized agreements between the Lead Agency and all community partners are required for the Strengthening Grant. The Letter(s) of Agreement shall serve as an acknowledgement of the partnership that will exist between the Lead Agency and community partners. A sample Letter of Agreement can be found in Appendix B.

b. Community Partners List

Applicants must include a list of all community partners that are formally participating on the grant. Applicant must list their community partners in Appendix C.

Promising, Data-Driven and Innovative Approaches to Strengthening Law Enforcement/Community Relations

Applicants seeking funding through this grant process will be required to demonstrate that they will adhere to the basic principles of evidence-based practice (e.g., using data and research to drive decision-making) in the development, implementation and evaluation of their overall projects.

The concept of evidence-based practice was developed outside of criminal justice and is commonly used in other applied fields such as medicine, nursing and social work. In criminal justice, this term marks a significant shift by emphasizing measurable outcomes and ensuring that services and resources are actually effective in achieving the desired outcomes.

The BSCC is committed to supporting this focus on better outcomes for the entire criminal justice system and for those involved in it. For the purpose of this RFP, applicants should focus on the following three basic principles:

- 1. Is there evidence or data to suggest that the intervention or strategy is likely to work, i.e., produce a desired benefit?** *For example, was the intervention or strategy you selected used by another jurisdiction with documented positive results? Is there published research on the intervention you are choosing to implement showing its effectiveness? Is the intervention or strategy being used by another jurisdiction with a similar problem and similar target population?*
- 2. Once an intervention or strategy is selected, will you be able to demonstrate that it is being carried out as intended?** *For example, does this intervention or strategy provide for a way to monitor quality control or continuous quality improvement? If this intervention or strategy was implemented in another jurisdiction, are there procedures in place to ensure that that you are following the model closely (so that you are more likely to achieve the desired outcomes)?*
- 3. Is there a plan to collect evidence or data that will allow for an evaluation of whether the intervention or strategy worked?** *For example, will the intervention or strategy you selected allow for the collection of data or other evidence so that outcomes can be measured at the conclusion of the project? Do you have processes in place to identify, collect and analyze that data/evidence?*

Applicants are encouraged to develop an overall project that incorporates these principles, but is tailored to fit the needs of the communities within which they serve. Innovation and creativity are encouraged, but with an eye toward using existing data and research on best practices in this field. Plans to measure the effectiveness of a project

should include the use of both qualitative and quantitative research. While quantitative research is based on numbers and mathematical calculations, qualitative research is based on written or spoken narratives. The purpose of quantitative research is to explain, predict and/or control events through focused collection of numerical data, while the purpose of qualitative research is to explain and gain insight and understanding of events through intensive collection of narrative data.

Data Collection and Evaluation

Projects selected for funding will be required to submit a Local Evaluation Plan (at the conclusion of the first quarter) and a Final Local Evaluation Report (at the conclusion of the grant) to the BSCC. Additional information on these components can be found in Appendix E.

Required Set-Aside for Evaluation Efforts

Grantees are required to set aside **a minimum of 5 percent but not less than \$20,000** of the award toward development of the Local Evaluation Plan, Final Local Evaluation Report and related data collection efforts. Applicants are encouraged to partner with state universities or community colleges in the development and implementation of its evaluation plan.

Local Evaluation Plan

The purpose of the Local Evaluation Plan is to ensure that projects funded by the BSCC can be evaluated. Selected projects will be expected to submit a detailed description of how the applicant will assess the effectiveness of the proposed program, including all individual project components. A relationship between the goals and objectives identified in the Work Plan should be apparent in the Local Evaluation Plan.

The Local Evaluation Plan should describe the evaluation design or model that will be used to evaluate the effectiveness of the project component(s), with the project goals and the project objectives clearly stated. Applicants should also address process and outcome evaluations.

Final Local Evaluation Report

The purpose of the Final Local Evaluation Report is to determine whether the overall program (including each project component) was effective in meeting the goals laid out in the Local Evaluation Plan. To do this, the grantee must assess and document the effectiveness of the activities that were implemented within each individual project component. These activities should have been identified in the previously submitted Local Evaluation Plan.

The Final Local Evaluation Report must also describe the evaluation design or model as laid out in the Local Evaluation Plan. Most importantly, the Final Local Evaluation Report will describe the final outcomes of the program (for each individual project component), including a determination of the degree of effectiveness and/or ineffectiveness.

Evaluation Dissemination

In addition to providing the Local Evaluation Plan and Final Local Evaluation Report to the BSCC, projects selected for funding are encouraged to make public (e.g., post on line, disseminate, etc.) the Final Local Evaluation Report to the community and the grantee's Governing Body (e.g., Board of Supervisors or City Council).

General Requirements

CONFIDENTIALITY NOTICE: This application, and information contained herein, may be construed to be a public document. The application may be subject to a request via the California Public Records Act. The BSCC, as a state agency, may have to disclose it to the public. The BSCC cannot ensure the confidentiality of any information submitted in or with this application.

Grant Agreement

Applicants approved for funding by the BSCC Board are required to enter into a Grant Agreement with the BSCC. Grantees must agree to comply with all terms and conditions of the Grant Agreement. See Appendix F for a boilerplate Grant Agreement.

The Grant Agreement start date is July 1, 2016. Contracts are considered fully executed only after they are signed by both the Grantee and the BSCC. Work, services and encumbrances cannot begin prior to the Grant Agreement start date. Work, services and encumbrances that occur after the start date but prior to contract execution may not be reimbursed. Grantees are responsible for maintaining their Grant Agreement, all invoices, records and relevant documentation for at least three years after the final payment under the contract.

Eligible Grant Expenditures

Grant funds can be used to supplement existing funds dedicated to the project but may not replace (supplant) funds that have been appropriated for the same purpose. For information on eligible costs, refer to the *BSCC Grant Administration Guide* (2015), found on the BSCC website at:

<http://www.bscc.ca.gov/downloads/BSCC%20Grant%20Admin%20Guide%20DRAFT%20rev.%2011.23.15.pdf>.

Governing Board Resolution

Successful applicants will be required to submit a Resolution from its Governing Board before the grant award can be finalized and funds awarded. A signed resolution is not required at the time of proposal submission, but applicants are advised that no financial invoices will be processed for reimbursement until the Board or Council Resolution has been received by the BSCC. A sample Board or Council Resolution can be found in Attachment 1.

Audit

Grantees must submit an audit of expenditures (either grant-specific or as part of a city/county single audit) within 120 days of the end of the grant period. Reasonable and necessary extensions to the due date may be granted if requested. In addition, the BSCC reserves the right to require a financial audit any time between the execution of the Grant Agreement and 60 days after the end of the grant period.

Invoices

Disbursement of grant funds occurs on a reimbursement basis for costs incurred during a reporting period. Grantees must submit invoices to the BSCC on a quarterly basis within 45 days following the end of the reporting period via the online process. Grantees must maintain adequate supporting documentation for all costs claimed on invoices for reimbursement.

For additional information refer to the *BSCC Grant Administration Guide* (2015) found on the BSCC website at:

<http://www.bscc.ca.gov/downloads/BSCC%20Grant%20Admin%20Guide%20DRAFT%20rev.%202011.23.15.pdf>.

Quarterly Progress Reports

Grant award recipients are required to provide relevant program information and data by submitting quarterly progress reports to the BSCC. Applicable forms and instructions will be available to grantees on the BSCC's website.

Grantee Orientation Process

Following the start of the grant period, BSCC staff will conduct a Grantee Orientation at the BSCC offices in Sacramento (at a later date to be determined). The purpose of this mandatory session is to review the contract development process, online invoicing and budget modification system, data collection and reporting requirements, as well as other grant management and monitoring activities. Strengthening Grant funds may be used to reimburse departments for travel-related expenditures such as airfare, mileage, meals, lodging and other per diem costs. Applicants should include anticipated costs in the budget section of this application under the "Other" category.

Overview of the RFP Process

Technical Compliance Review

BSCC staff will review each proposal to determine if it meets the RFP requirements. In order to avoid having otherwise worthy proposals eliminated from consideration due to relatively minor and easily corrected errors/omissions, applicants will have an opportunity to respond to deficiencies identified during this review process and to make non-substantive changes that bring the proposal into technical compliance.

Applicants will be notified on ~~April 7, 2016~~ April 21, 2016 of any changes that are required and all non-substantive technical changes must be completed and submitted by 5:00 p.m. on ~~April 14, 2016~~ April 28, 2016.

Merit Review

An Executive Steering Committee (ESC) developed this RFP and will read and rate each proposal in accordance with the prescribed rating factors listed in Table 2 below. The ESC for this grant was comprised of a diverse group of stakeholders and subject matter experts from both the public and private sectors. A list of ESC members can be found on the BSCC website at:

<http://www.bscc.ca.gov/downloads/Executive%20Steering%20Committee%20Roster.pdf>.

The ESC members will base their scores on how well an Applicant addresses the items listed under each rating factor within the Proposal Narrative and Budget (see Proposal Narrative, page 16). Following the rating process, the ESC will convene for a Final Rater Review meeting where they will develop funding recommendations for consideration by the BSCC Board.

Applicants will be notified of the ESC’s funding recommendations. It is currently anticipated that the BSCC Board will act on the recommendations at its meeting in June 2016. Applicants are not to contact members of the ESC or the BSCC Board about any proposals.

Rating Factors

The rating factors that will be used and the maximum points allocated to each factor are shown in the table below. Though each rating factor will be scored against the same scale of 0-12, each factor is weighted differently in the overall score, as shown in the column titled “Percentage of Total Value.” Omission or lack of clarity for any section is likely to result in a lower score for that section.

Table 2. Rating Factors and Point Values

Rating Factor	Point Range	Percentage of Total Value	Weighted Score
Project Need	0-12	25%	60
Project Description	0-12	35%	84
Community Engagement	0-12	25%	60
Project Evaluation	0-12	10%	24
Proposal Budget	0-12	5%	12
TOTALS	60	100%	240

NOTE: Applicants must receive at least 60 percent of the total weighted score (144) in order to be considered for funding.

Summary of Key Dates

Table 3 below shows a timeline with key dates related to implementation of the Strengthening Grant.

Table 3. Timeline

ACTIVITY	TIMELINE
Release Request for Proposals	February 5, 2016
Bidders' Conferences (Sacramento and Los Angeles County)	February 22 and 23, 2016 <i>(tentatively)</i>
Notice of Intent to Apply Due to the BSCC	March 18, 2016
Grant Proposal Due to the BSCC	April 1, 2016 April 15, 2016
BSCC Technical Review Responses Due	April 14, 2016 April 28, 2016
Rating Process and Development of Funding Recommendations	April-June, 2016
BSCC Board Considers Funding Recommendations	June 9, 2016
New Grants Begin	July 1, 2016
Mandatory New Grantee Orientation	TBD (July 2016)
Second Round of Grants Begin <i><u>(if the final FY 2016-17 budget includes additional funding)</u></i>	July 2017

Proposal Instructions

Section I. Applicant Information Form

Instructions:

A. Lead Agency: Complete the required information for the Lead Agency submitting the proposal, either municipal police department, county sheriff's department, or city contracting for police services.

For Joint Applications: List all partner agencies.

B. Project Title: Provide the selected title of the project.

C. Amount of Funds Requested: Identify the amount of grant funds requested. The amount may not exceed \$600,000 for individual applications or \$850,000 for joint applications.

D. Project Summary: Provide a brief summary (three to four sentences) of the proposal. Note: this information may be posted to the BSCC's website for informational purposes.

E. Project Director: Provide the name, title and contact information for the individual responsible for oversight of the project. This person must be an employee of the Lead Agency.

F. Financial Officer: Provide the name, title and contact information for the individual responsible for the fiscal management of the project (e.g., invoices, expenditure documentation and audit). This person must be an employee of the Lead Agency.

G. Day-to-Day Contact: Provide the name, title and contact information for the individual who serves as the primary contact person for the grant.

H. Authorized Signature: Complete the required information for the person authorized to sign for the Lead Agency. This individual must read the assurances under this section, then sign and date in the appropriate fields.

Board of State & Community Corrections
Strengthening Law Enforcement and Community Relations Grant
Applicant Information Form

A. LEAD AGENCY				
NAME OF LEAD AGENCY				
STREET ADDRESS	CITY	STATE	ZIP CODE	
MAILING ADDRESS (if different)	CITY	STATE	ZIP CODE	
FOR JOINT APPLICATIONS ONLY – LIST PARTNER AGENCIES				
, , ,				
B. PROJECT TITLE			C. REQUESTED FUNDS	
			\$	
D. PROJECT SUMMARY				
E. PROJECT DIRECTOR				
NAME AND TITLE		TELEPHONE NUMBER		
STREET ADDRESS		FAX NUMBER		
CITY	STATE	ZIP CODE	EMAIL ADDRESS	
F. FINANCIAL OFFICER				
NAME AND TITLE		TELEPHONE NUMBER		
STREET ADDRESS		FAX NUMBER		
CITY	STATE	ZIP CODE	EMAIL ADDRESS	
PAYMENT MAILING ADDRESS (if different)	CITY	STATE	ZIP CODE	
G. DAY-TO-DAY CONTACT PERSON				
NAME AND TITLE		TELEPHONE NUMBER		
STREET ADDRESS		FAX NUMBER		
CITY	STATE	ZIP CODE	EMAIL ADDRESS	
H. AUTHORIZED SIGNATURE				
By signing this application, I hereby certify that I am vested by the Lead Agency with the authority to enter into contract with the BSCC, and that the grantee will abide by the laws, policies and procedures governing this funding.				
NAME AND TITLE OF AUTHORIZED OFFICER (person with legal authority to sign)			EMAIL ADDRESS	
STREET ADDRESS	CITY	STATE	ZIP CODE	
APPLICANT'S SIGNATURE (blue ink only)			DATE	

Section II. Proposal Narrative

Instructions: The proposal narrative must be submitted in Arial 12-point font with one-inch margins on all four sides. The narrative must be double-spaced and cannot exceed **30 pages** in length. Each section should be titled according to the section headers listed below (e.g., Project Need, Project Description, etc.). Within each section, address the bulleted items in a cohesive, comprehensive narrative format.

It is at the discretion of the Applicant to determine how to use the total page limit in addressing each section; however, as a guide, the Applicant may want to review the point value weight given to each rating factor according to Table 2 in the RFP.

Note: These 30 pages **do not include** the Applicant Information Form, the Budget, Penal Code Section 11108 Self-Certification Form, Work Plan, Letter(s) of Agreement from Community Partners or Community Partners List.

Project Need

Address the following in narrative form:

- Describe the demographics of your community and how they impact the state of law enforcement/community relations.
- Describe recurring issues of concern between local law enforcement and the communities they serve (e.g., racial and ethnic disparities, police behavior, closed communication, etc.). Use local quantitative and/or qualitative data to support the description. If applicable, describe past efforts to address these issues and whether or not they were successful.
- Describe the process by which you ensured community input in identifying the need for this grant.
- If applicable, describe any needs, challenges and/or tensions with protected classes (to include race, color, ethnicity, national origin, age, religion, gender identity or expression, sexual orientation, or mental or physical disability) or vulnerable populations in your community.

Project Description

Address the following in narrative form:

- Applicants must propose activities/strategies that fall within the Six Pillars found in the *President's Task Force on 21st Century Policing* report. All applicants must address some aspect of Pillar 1 (Building Trust & Legitimacy).
- In addition to Pillar 1 (Building Trust & Legitimacy), applicants must identify at least one other Pillar the project will address, describe the activities/strategies that will be implemented and explain how they connect to the selected Pillar(s).

- Discuss the specific goals and objectives of the project and how the proposed project will address the problem. The goals, objectives and performances measures must be clearly tied to the project activities.
- Describe how the proposed project will address the relationship(s), recurring issues and need described in the Project Need section.
- Discuss the rationale (e.g., data, research, evidence, outcome evaluations, etc.) behind the development and implementation of each component of the proposed project. In other words, what evidence do you have that each activity/strategy will work in your community?
- Clearly explain how the Lead Agency and community partner(s) will plan, organize, staff, direct and use resources to address the recurring problems stated in the Project Need section.
- Explain how the proposed project will influence or contribute to overarching, long-term policy or systems change within the Lead Agency and the communities they serve.

Required Attachment: Provide a Work Plan to reflect the goals, objectives and activities as outlined in the Project Narrative. Include a timeline that is reasonable given the nature and scope of the project. Use attached template (Appendix D).

Community Engagement

Address the following in narrative form:

- Discuss how the Lead Agency determined which and how many community partners are included in the grant proposal, in relation to the make-up and culture of the community, and the need that will be addressed.
 - Demonstrate how the Lead Agency did or will involve the communities most impacted by the justice system; e.g., justice-involved individuals and their parents, guardians and other family members.
- Discuss how the Lead Agency and community partner(s) developed a partnership that would be mutually beneficial.
- Describe the process by which the Lead Agency engaged or will engage these community partners in the identification of the needs facing the community, the development of a plan for how to best address those needs and the selection of activities or strategies to implement that plan.
- Demonstrate how the entire community engagement process described above will include mutual involvement, shared decision-making, sharing of data, a shared planning process, responsiveness and transparency.

Required Attachments: Community Partners Member List (Appendix B) and Letter(s) of Agreement for Community Partners (Appendix C).

Project Evaluation

Address the following in narrative form:

Process Evaluation

- Describe the preliminary plan to document and monitor whether the activities/strategies are implemented as intended based on the Work Plan (see Project Description section); e.g., baseline/benchmarks, performance measures, timelines, etc.

Outcome Evaluation

- Describe the research design that will be used to complete the evaluation (e.g., pre/post surveys, data analysis, etc.).
- Identify method(s) of determining if the project "worked" in terms of achieving the project goals.
- Identify the intended outcomes and a plan for measuring them.
- Describe the plan for sharing outcomes with governing bodies, stakeholders and constituents.

Section III. Proposal Budget

Applicants must complete a Budget Table and a Budget Narrative according to the instructions below.

Budget Table

Complete the following table for the grant funds being requested (up to \$600,000 for individual applications or \$850,000 for joint applications) and corresponding match.

Report amounts in whole dollars. While recognizing some jurisdictions may use different line items in the budget process, the categories listed below are the ones that funded projects will use when invoicing the BSCC for reimbursement of expenditures. Please check your calculations prior to submission as figures in the table do not auto-calculate. The required **20 percent match amount** (cash and/or in-kind) must be identified in the line item budget and described in the budget summary below.

All funds must be used consistent with the requirements of the *BSCC Grant Administration Guide* (2015). Applicants should reference this Guide for definitions and other guidance in preparing a budget. The Guide can be found on the BSCC website at: <http://www.bscc.ca.gov/downloads/BSCC%20Grant%20Admin%20Guide%20DRAFT%20rev.%2011.23.15.pdf>.

Budget Line Items	Grant Funds	Cash Match	In-Kind Match	Total
1. Salaries and Benefits <i>(of Lead Agency only)</i>	\$	\$	\$	\$
2. Services and Supplies	\$	\$	\$	\$
3. Professional Services	\$	\$	\$	\$
4. Community Partner Contracts <i>(minimum 30% of grant funds)</i>	\$	\$	\$	\$
5. Indirect Costs <i>(not to exceed 10% of grant funds)</i>	\$	\$	\$	\$
6. Data Collection/Evaluation <i>(minimum 5% of grant funds or \$20,000, whichever is greater)</i>	\$	\$	\$	\$
7. Fixed Assets/Equipment	\$	\$	\$	\$
8. Other (Travel, Training, etc.)	\$	\$	\$	\$
TOTAL	\$	\$	\$	\$

Budget Narrative

Provide the information listed under each line item below and provide narrative detail that will explain how the requested grant funds and match will be used to achieve project goals. Match funds may be expended in any line item and must be identified in their respective cash or in-kind dollar amounts. The amount of grant funds requested should be reasonable and appropriate given the proposed project's design and scope.

- 1. Salaries and Benefits:** Provide the number of staff and percentage of time, classification/title, hourly rates, and benefits of all project staff employed by the Lead Agency. (Salaries and benefits of all other contracted staff go under the appropriate line item, either Professional Services or Community Partner contracts.)

Grant Funds:

Match:

- 2. Services and Supplies:** Itemize all services and supplies.

Grant Funds:

Match:

- 3. Professional Services:** List the names of all professional service contracts (e.g., contracts with other governmental entities or consultants). Itemize the services that will be provided by each and show funds allocated to each. Show hours and billing rates of all contracted staff.

Grant Funds:

Match:

- 4. Community Partner Contracts:** List the names of all community partners, itemize the services that will be provided by each and show funds allocated to each. Show hours and billing rates of all community partner staff. A minimum of 30 percent of the grant funds requested must be allocated to this line item.

Grant Funds:

Match:

5. **Indirect Costs:** Itemize all indirect costs. This total may not exceed 10 percent of the grant funds.

Grant Funds:

Match:

6. **Data Collection and Evaluation:** Itemize all costs associated with data collection and evaluation efforts for this project. Applicant must dedicate a minimum of 5 percent or \$20,000 (whichever amount is greater) of the amount requested to this category.

Grant Funds:

Match:

7. **Fixed Assets/Equipment:** Itemize all fixed assets and/or equipment.

Grant Funds:

Match:

8. **Other (Travel, Training, etc.):** Itemize all costs associated with travel and training. Applicants should budget for two trips to Sacramento for grantee meetings.

Grant Funds:

Match:

Proposal Checklist

A complete Strengthening Grant Proposal must contain the following (to be submitted in the order listed):

Required
✓ Applicant Information Form (Section I)
✓ Proposal Narrative (Sections II)
✓ Proposal Budget (Section III) <ul style="list-style-type: none"> ▪ Budget Summary Table ▪ Budget Narrative
✓ California Penal Code Section 11108 Self-Certification Form
✓ Letter(s) of Agreement (Appendix B) from Community Partners
✓ Community Partners List (Appendix C)
✓ Work Plan Chart (Appendix D)
Optional
✓ Board Resolution (Appendix G) <i>Note: The Governing Board Resolution is due prior to Grant Award Agreement, <u>not</u> at time of proposal submission.</i>
✓ Letters of Support (maximum 3) <i>(Note: from parties not formally partnering on the grant.)</i>

No other attachments will be considered for rating purposes.

Appendix A
PENAL CODE SECTION 11108

Applicants must print this form, check the box and have the sheriff or police chief executive sign to self-certify compliance with California Penal Code Section 11108. Include the signed form with the proposal.

California Penal Code Section 11108

(a) Each sheriff or police chief executive shall submit descriptions of serialized property, or nonserialized property that has been uniquely inscribed, which has been reported stolen, lost, found, recovered, held for safekeeping, or under observation, directly into the appropriate Department of Justice automated property system for firearms, stolen bicycles, stolen vehicles, or other property, as the case may be.

(b) Information about a firearm entered into the automated system for firearms shall remain in the system until the reported firearm has been found, recovered, is no longer under observation, or the record is determined to have been entered in error.

(c) Any costs incurred by the Department of Justice to implement subdivision (b) shall be reimbursed from funds other than fees charged and collected pursuant to Sections 28225 and 28230.

(Amended by Stats. 2010, Ch. 178, Sec. 90. Effective January 1, 2011. Operative January 1, 2012, by Sec. 107 of Ch. 178.)

Self-Certification

I hereby certify that the Lead Agency on this application is in compliance with California Penal Code Section 11108 (to be signed by the sheriff or police chief executive).

X

Signature

Appendix B

*Note: This letter is to be signed by BOTH Lead Agency and Community Partner(s).
Multiple Community Partners may be listed on one letter.*

Strengthening Law Enforcement and Community Relations Grant Letter of Agreement

(Date)

This is a letter of agreement between **(Community Partner's Name)** and **(Lead Agency)** for the purposes of applying for the Strengthening Law Enforcement and Community Relations Grant Program. **(Community Partner's Name)** agrees to partner with **(Lead Agency)** on a collaborative approach to improve, strengthen, establish or reestablish positive meaningful relationships between law enforcement and our community.

(If you would like to, you may provide additional information; e.g., explain the detail of collaboration, list the services or support, provide dates and timelines, etc.)

Signed in mutual agreement,

X_____

Signature

Name, Title

Lead Agency

Address

X_____

Signature

Name, Title

Community Partner

Address

Appendix C
COMMUNITY PARTNERS LIST

Strengthening Law Enforcement and Community Relations Grant

Lead Agency:

Individual Name	Job Title	Agency/Organization	Phone Number	Email Address
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Appendix D
WORK PLAN

A Work Plan outlines goals, objectives and timelines, and identifies the necessary processes and responsible parties to accomplish goals. Work Plans should be SMART: Specific, Measurable, Attainable, Relevant and Time-bound.

To build the Work Plan, complete **one table for each goal identified in the proposal**. Applicants should copy and paste the following tables into a separate document to create the Work Plan. Continue the numbering sequence started below (1, 2, 3, etc.).

(1) Goal:			
Objectives:			
Project activities that support the identified goal and objectives	Responsible staff/ partners	Timeline	
		Start Date	End Date

(2) Goal:			
Objectives:			
Project activities that support the identified goal and objectives	Responsible staff/ partners	Timeline	
		Start Date	End Date

Appendix E

DEFINITION OF TERMS

Goal versus Objective

Goals and objectives are terms in common use, sometimes used interchangeably because both refer to the intended results of program activities. Goals are longer-term than objectives, more broadly stated and govern the specific objectives to which program activities are directed.

In proposals, goals are defined by broad statements of what the program intends to accomplish, representing the long-term intended outcome of the program¹.

Examples of goal statements¹:

- To reduce the number of serious and chronic juvenile offenders.
- To divert nonviolent juvenile offenders from state juvenile correctional institutions.
- To restore the losses suffered by the victims of crimes.

Objectives are defined by statements of specific, measurable aims of program activities². Objectives detail the tasks that must be completed to achieve goals³. Descriptions of objectives in the proposals should include three elements¹:

- 1) Direction – the expected change or accomplishment (e.g., improve, maintain);
- 2) Timeframe – when the objective will be achieved; and
- 3) Target Population – who is affected by the objective.

Examples of program objectives¹:

- By the end of the program, young, drug-addicted juveniles will recognize the long-term consequences of drug use.
- To place eligible juveniles in an intensive supervision program within two weeks of adjudication to ensure offender accountability and community safety.
- To ensure that juvenile offenders carry out all of the terms of the mediation agreements they have worked out with their victims by program completion.

Process Evaluation versus Outcome Evaluation

Process Evaluation¹

The purpose of the process evaluation is to assess how program activities are being carried out in accordance with goals and objectives. Process measures are designed to answer the question: “What is the program actually doing and is this what we planned it to do?” Examples of process measures include:

- Project staff have been recruited, hired and trained according to the Work Plan.
- Activities/strategies have been implemented on time according to the Work Plan.
- Number of interagency agreements entered into by the program compared to the number planned.
- Number of trainings conducted.
- Number of neighborhood meetings conducted.

Outcome Evaluation¹

The purpose of the outcome evaluation is to identify whether the program “worked” in terms of achieving its goals and objectives. Outcome measures are designed to answer the question: “What results did the program produce?” Examples of outcome measures include:

- Results of pre/post surveys (e.g., changes in the reported confidence/trust in law enforcement among community members).
- Implementation of regular, ongoing community forums where law enforcement/community dialogue takes place.
- Changes in policies at the Lead Agency level to reflect procedural justice principles.

In an evidence-based practice approach, outcome evaluations must include not only the measures but also analysis of the extent to which the measured results can be attributed to the program rather than to coincidence or alternative explanations.

¹ Justice Research and Statistics Association, Juvenile Justice Evaluation Center. (2003, June). *Juvenile Justice Program Evaluation: An overview (Second Edition)*. Retrieved from <http://www.jrsa.org/njiec/publications/program-evaluation.pdf>.

² New York State Division of Criminal Justice Services. *A Guide to Developing Goals and Objectives for Your Program*. Retrieved from <http://www.criminaljustice.ny.gov/ofpa/goalwrite.htm>.

³ National Center for Justice Planning. Overview of Strategic Planning. *Where Do We Want to Be? Goals and Objectives*. Retrieved from <http://ncjp.org/strategic-planning/overview/where-do-we-want-be/goals-objectives>.

Appendix F
SAMPLE GOVERNING BOARD RESOLUTION

Before grant funds can be awarded, applicants must submit a resolution from the Board of Supervisors or City Council that includes, at a minimum, the assurances outlined in the following sample. Applicants are encouraged to submit the resolution with their application.

WHEREAS the ***(insert name of County/City)*** desires to participate in the Strengthening Law Enforcement and Community Relations Grant Program administered by the Board of State and Community Corrections (hereafter referred to as BSCC).

NOW, THEREFORE, BE IT RESOLVED that the ***(insert title of designated official)*** be authorized on behalf of the Board of Supervisors/City Council to submit the grant proposal for this funding and sign the Grant Agreement with the BSCC, including any amendments thereof.

BE IT FURTHER RESOLVED that grant funds received hereunder shall not be used to supplant expenditures controlled by this body.

BE IT FURTHER RESOLVED that the county/city agrees to abide by the terms and conditions of the Grant Agreement as set forth by the BSCC.

Passed, approved, and adopted by the Board of Supervisors/City Council of ***(insert name of County/City)*** in a meeting thereof held on ***(insert date)*** by the following:

Ayes:

Notes:

Absent:

Signature: _____ Date: _____

Typed Name and Title: _____

ATTEST: Signature: _____ Date: _____

Typed Name and Title: _____