



# **Edward Byrne Memorial Justice Assistance Grant Program**

**Results of the Information and Data Gathering  
Process to Inform an Update to the  
Multi-Year JAG State Strategy**

Technical Appendices

November 2021



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# Appendix A: Codes and Definitions

## Category: About the JAG Grant

1. **JAG fund process** – questions and comments about the process of applying for JAG funding.
2. **Outreach** – question about how to advertise the grant or get the word out about the JAG funding in hopes of encouraging agencies to apply for and use the grant funds.

## Category: General Funding Priorities

3. **Non-law enforcement related** – recommendations that the distribution of grant funds should prioritize agencies and programs that are not related to law enforcement.
4. **Prioritize partnerships with CBOs** – recommendations that the distribution of grant funds should incentivize public agencies to partner with community-based service providers.

## Category: Program Purpose Area 1 - Law Enforcement Programs

5. **Building trust in law enforcement** – recommendations to invest in programs to establish connection and trust between law enforcement and the public.
6. **Firearm monitoring and recovery** – recommendation to invest in firearm monitoring and recovery programs to support legislation requiring persons convicted of certain crimes to account for and surrender their firearms.
7. **First degree burglaries** – recommendation to invest in programs to solve or prevent first degree burglaries including, but not limited to home invasions.
8. **Fraud investigations** – recommendation to invest in programs to reduce major fraud including, but not limited to identity theft and theft by fraud.
9. **Quality of life crimes** – recommendation to invest in programs to reduce the types of crimes that negatively impact citizen's quality of life. Example provided was bike theft on a university campus, but other types of these crimes should be included.

## Category: Program Purpose Area 2 - Prosecution and Court Programs

10. **Alternative sentencing** – recommendation to support programs related to alternative sentencing.
11. **Drug court** – recommendations to support treatment providers for drug court programs.
12. **Indigent defense** – recommendations to support public defenders' offices to improve indigent defense.
13. **Mental health courts** – recommendations to invest in programs for mental health services/treatment providers to support mental health diversion and mental health collaborative courts.

14. **Pre-trial programs** – recommendations to invest in support pre-trial programs and developing interventions and responses based on risk and related evidence-based approaches.

### **Category: Program Purpose Area 3 - Prevention and Education Programs**

15. **Domestic violence programs** – recommendation to invest in programs that provide education and prevention strategies to address domestic violence.
16. **Violence intervention and prevention** – recommendations to invest in programs that provide education and prevention strategies to reduce violence (i.e. community violence; gang violence, etc.)
17. **Youth development** – recommendations to invest in programs that provide education and delinquency prevention strategies for youth.

### **Category: Program Purpose Area 4 - Corrections and Community Corrections Programs**

18. **Reentry services** – recommendations to invest in reentry services such as housing, job-training, employment opportunities, and substance use treatment. Could refer to juvenile and/or adult.

### **Category: Program Purpose Area 5 – Drug Treatment and Enforcement Programs**

19. **Substance use treatment** – recommendations to invest in programs that offer services for substance use and addiction.

### **Category: Program Purpose Area 6 – Planning, Evaluation, and Technology Improvement Programs**

20. **Technology and system improvement** – recommendations to invest in technology (e.g. computers) and software (e.g. audio and video discovery; client tracking).

### **Category: Program Purpose Area 7- Crime Victims and Witness Programs**

21. **General crime victim and witness programs** – recommendations to invest in services that support victims and witnesses of crime.

## **Category: Program Purpose Area 8 – Mental Health Programs and Related Law Enforcement and Corrections Programs**

22. **Crisis intervention** – recommendations to invest in programs that provide education and training for crisis intervention for youth and adults.
23. **Gang reduction from a health and wellness perspective** – recommendation to invest in programs that address gang membership and gang violence using a health and wellness approach.
24. **General mental health services** – recommendations to invest in programs that help justice-involved individuals with mental health needs.
25. **Trauma-focused behavioral programs** – recommendations to invest in trauma-focused community-based violence intervention and prevention strategies.

## Appendix B: Quotations Assigned to Each Code

### Category: About the JAG Grant

Code: JAG fund process

Two (2) quotations

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“We've seen an increase in all crimes, but specifically related to fraud, major fraud -- identity theft, theft by fraud, and things like that. Is this something that JAG could fund, or is this something that we could tap into? And if so, I'm unfamiliar with the process. Can you go into a little bit more detail about the process?” (31:2)

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“Behavioral Health and Recovery Services in Merced County is eager to work with Law Enforcement. If we begin building programming in conjunction now, are these funds retroactive, if awarded?” (45:3)

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Code: Outreach

One (1) quotation

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“How can we encourage agencies to use this grant?  
We are STC-certified trainers, and we've been to Marin County last year or a year and a half ago. And our question is, how do we get agencies to use the JAG program, for STC-certified trainers like us?  
Because we deal with mental health. That make sense?” (47:1)

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### Category: General Funding Priorities

Code: Non-law enforcement related

Six (6) quotations

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“As part of the CalVIP coalition, we have joined the more than 40 organizations and cities representing advocacy groups, violence prevention experts, city leaders, researchers,

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and service providers in requesting that the BSCC prioritize funding for evidence-based intervention and prevention programs designed to reduce community violence and build police-community trust.

Every day, we witness the devastating and disproportionate harm on communities of color, and particularly Black men and boys, from violence and ineffective law enforcement strategies. We witness this harm and its ripple effect through our work in schools and direct services to families and friends who have lost loved ones to homicide. The pandemic and its economic consequences levy disproportionate harm on communities of color in Richmond, Oakland, and eastern Contra Costa County.

This impact is compounded by an uptick in gun violence, likely a result of increased levels of stress and anxiety in our community. For example, in Oakland, in 2018 and 2019 there were 68 and 75 homicides, respectively. This year, by the beginning of October, there were 79 homicides in the city, including 15 in the month of September alone.

As in other communities, the distrust caused by the murders of George Floyd, Breonna Taylor, and Miles Hall in Walnut Creek, as well as other members of the Black and Brown communities has harmed relationships with law enforcement.

We ask that the BSCC direct Byrne JAG dollars away from ineffective suppression and enforcement strategies and towards evidence-informed and community-centric strategies that are laser focused on the small number of individuals at the highest risk of engaging in violence. We have witnessed the benefit of such strategies firsthand.

We appreciate the opportunity to provide input in this process and we urge BSCC to elevate community violence as a priority issue for Byrne JAG funding, and invest in proven, community-based violence intervention and prevention programs.” (11:18)

Codes: Community Based Services: Non-law enforcement related / Community-Systems Relations: Law enforcement and public / PPA3: Violence intervention and prevention

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“Prioritize programming alternatives to law enforcement. Amid a national reckoning with systemic racism, especially in law enforcement, we must respond to calls for reinvestment. The BSCC can be part of these historic efforts by prioritizing programs that reduce justice system contact and promote community-driven prevention and intervention. This prioritization will support critical resources including mental health services, substance use treatment, employment and education services, and reentry housing.” (12:33)

Continued by:

“On behalf of criminal and juvenile justice advocates, community organizers, directly impacted individuals—many of whom have been incarcerated in local jails and juvenile facilities—and families of individuals currently incarcerated, we

recommend that the BSCC prioritize programs offered by private nonprofit and community-based organizations and non-law enforcement agencies in the following PPAs:

- Prevention and education programs;
- Drug treatment programs; and
- Mental health programs, including trauma-focused behavioral programs and crisis intervention teams.” (12:31)

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“The BSCC can help fill this gap by directing Byrne JAG funds away from unfocused, suppression-based law enforcement approaches that are not grounded in evidence and likely to contribute to mass incarceration, and toward alternative, community-centric strategies that intervene with the small number of individuals at the highest risk of engaging in violence.” (13:27)

Continued by:

“Such strategies include: Group violence intervention (GVI) or focused deterrence is an evidence-based strategy that falls well within Byrne JAG’s program purpose areas (PPAs). When executed with fidelity to model, GVI programs are partnerships between law enforcement, service providers, and community groups that can help prevent shootings and homicides by providing support services to people at highest risk for being shot or pulling the trigger and focusing suppression efforts on violent crimes. After implementation of a GVI strategy in Oakland, CA, for example, shootings and gun homicides fell by nearly 50%, the homicide clearance rate rose, and use-of-force incidents and complaints began to decline. Hospital-based violence intervention programs (HVIPs) address at least three PPAs and should be supported through the Byrne JAG program. HVIPs focus on people recently admitted to the hospital with serious violent injuries (crime victims) and connects them with culturally competent case managers who provide clients with intense mentoring, support, and assistance in the crucial months following a patient’s release. Though researchers have found that within the first five years of hospitalization for an assault-related injury the chances of recidivating are as high as 45%, patients who receive HVIP services are four times less likely to be convicted of a violent crime and four times less likely to be subsequently reinjured. An evaluation of the Wraparound Program, an HVIP at San Francisco General Hospital, found that violent injury recidivism dropped from 16% to 4.5% over the five-year period. Researchers also determined that the program could save the hospital approximately half a million dollars a year due to violence recidivism prevention.

Evidence-based street outreach programs are also permitted under Byrne JAG guidelines, though they have not traditionally been supported with Byrne JAG funds. These programs provide an essential bridge between community members at highest-risk for engaging in violence and the support services necessary to lead a healthy and productive life. The Cure Violence program is perhaps best emblematic of this approach and has contributed to significant declines in violence

all across the country. In New York, researchers at the John Jay School of Criminal Justice evaluated found that the Cure Violence program was associated with “strong and significant” declines in gun injuries ranging from 37% to 50%. Researchers added that, ‘the presence of Cure Violence appears to be a significant influence on levels of community violence.’ State and local recipients of Byrne JAG funding have the option of passing resources through to subrecipients which may include community-based organizations or other non-law enforcement entities that work to improve public safety. In New York, Byrne JAG funding was directed to support the implementation of SNUG, a statewide violence reduction program that channels funding to street outreach programs working with high-risk individuals at 13 sites in nine of the state’s most impacted jurisdictions, including New York City. Byrne JAG helped to expand New York’s program by providing funds to hire a statewide director and statewide training director. In 2019, Virginia’s state administering agency released a solicitation to Byrne JAG subrecipients that specifically called for organizations, including nonprofit organizations, to implement “evidence-based programs aimed at reducing gun violence in a targeted community.’ Byrne JAG awards in Virginia ultimately funded a variety of initiatives, including \$142,000 to conduct a thorough analysis of violent crime incidents and trends, an essential part of the GVI strategy. BSCC should consider following the example of states like New York and Virginia when it comes to supporting community-based initiatives to address serious violence.

In the context of other crime issues, such as drug crime, California has made substantial progress in recent years to ensure a far greater percentage of Byrne JAG resources go to prevention-oriented and community- centric strategies such as drug treatment and reentry services. A report by the Drug Policy Alliance found that this redirection of investment away from traditional law enforcement approaches would improve public safety outcomes and reduce mass incarceration, while also saving taxpayers money. ‘If directed to [drug] task forces, the \$115 million in 2009-10 Byrne Grants would have been likely to result in 74,500 arrests and \$1.5 billion in new state costs,’ the report found. ‘In contrast, based on previous analyses, the \$115 million investment in treatment, probation and re-entry is expected to reduce state costs by over \$330 million.’ Indeed, in the years following this shift in policy, felony drug arrests in California declined dramatically, while rates of homicide dropped nearly 10% from 2010 to 2018, while increasing by the same amount nationally.” (13:30)

Traditional criminal justice approaches have meant safety for some—not safety for all. A vision for shared safety means a joint responsibility for ensuring safety for all. Achieving safety cannot and should not be the responsibility of law enforcement alone. California already spends more *per-capita* in state and local dollars on police than all but two other states.<sup>3</sup> Meanwhile, in a representative poll, only 1 in 7 Californian survivors of violent crime felt “very supported” by the criminal justice system. Fewer than 1 in 5 received services following the crime.<sup>4</sup> And, individuals with mental health and substance use needs continue to be vastly overrepresented in the justice system, but nearly two-thirds (63%) of Californians with a mental illness do not receive treatment,<sup>5</sup> and 9 in 10 with a substance use issue go untreated.<sup>6</sup>

The unprecedented COVID-19 health crisis, and the national outcry over racist violence and police killings, have laid bare the need for changes in our criminal justice and public safety priorities. It is especially critical that the BSCC shift the way it leverages resources to prioritize supporting communities most impacted by these



(19:31)

Continued by:

issues. Now is the time to embrace an inclusive view of shared safety. More than ever, we need to prioritize stabilizing community-driven safety solutions that center prevention and healing.

We applaud the BSCC for recently requiring that counties allocate at least 20 percent of Coronavirus Emergency Supplemental Funding (CESF) to community-based organizations, and for prioritizing reentry services when allocating these funds. The BSCC can renew this commitment, and go further, by prioritizing allocating regular JAG funds to CBOs.

California relies on a network of CBOs that serve survivors, those reentering from incarceration, and communities most impacted by violence. These proven programs include community-based diversion, street and hospital-based violence prevention, trauma recovery, reentry support, youth development, and community-based mental health and substance abuse treatment. Those organizations closest to and most reflective of communities they serve are uniquely equipped to deliver critical services that prevent and respond to violence.

The safety and wellbeing of survivors, justice-involved individuals, and vulnerable communities depend on the ability of community-based service providers to provide support and stop cycles of violence. The BSCC has the responsibility to help ensure that these providers have the resources they need when distributing Federal grant funding.

Given the needs of some of our most vulnerable Californians, we ask the BSCC to prioritize community-based organizations (CBOs) for relevant funding opportunities and make an explicit commitment to allocating the majority of JAG funds to supporting CBOs. Further, we recommend that the BSCC make clear that CBOs can and should receive JAG funding without a requirement that they collaborate with law enforcement - as independence from law enforcement is often necessary to reduce barriers to service access. We recommend

(19:20)

Codes: Community Based Services: Non-law enforcement related / Community Based Services: Prioritize funding CBOs

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California already spends more per-capita in state and local dollars on police than all but two other states. Meanwhile, in a representative poll, only 1 in 7 Californian survivors of violent crime felt 'very supported' by the criminal justice system. Fewer than 1 in 5 received services following the crime. And, individuals with mental health and substance use needs continue to be vastly overrepresented in the justice system, but nearly two-thirds (63%) of Californians with a mental illness do not receive treatment, and 9 in 10 with a substance use issue go untreated. The unprecedented COVID-19 health crisis, and the national outcry over racial violence and police killings, have laid bare the need for changes in our criminal justice and public safety priorities. It is especially critical that the BSCC shift the way it leverages resources to prioritize supporting communities most impacted by these issues. Now is the time to embrace an inclusive view of shared safety. More than ever, we need to prioritize stabilizing community-driven safety solutions that center prevention and healing. It's better to focus on prevention than remediation, and our budgets need to reflect this value.

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Codes: Community Based Services: Non-law enforcement related / Community Based Services: Prioritize funding CBOs

"I'm speaking from the county where I'm from, and what little I know about it, the prevention and education programs I know that there is not a lot of collaboration in the area where I am between CBOs -- nongovernmental CBOs, and the -- for instance, the Juvenile Justice Court or the system. So most of the programs that are available are connected to the system. So they are thought and implemented in some way or fashion connected to the probation department or -- mostly it's the probation department, and so I know that there is the Juvenile Justice Delinquency Prevention Act that allocates funding to the County specifically to create a -- help to create that opportunity for, especially juveniles who are entering back or going home, a connection to the community that supports them. I think that in the area where I am that that's not really happening, and so that's one area I think really deserves some attention." (42:1)

Codes: General Funding Priorities: Non-law enforcement related / PPA3: Youth development / PPA4: Reentry services

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Code: Prioritize partnerships with CBOs

Seven (7) quotations

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"Incentivize public agencies to partner with community-based service providers. We recommend that the BSCC incentivize partnerships with nonprofit, community-based organizations (CBOs) that are uniquely positioned to provide effective prevention and intervention services. These include programs relating to alternative sentencing, mental health, reentry, youth development, and trauma-focused community-based violence intervention and prevention.

California relies on a network of effective CBOs to deliver community-driven safety solutions that can further the state's public safety goals if provided proper resources to maintain and expand services to justice-involved individuals. Since the BSCC distributes JAG funding to local governments, it is critical that public agencies partner with nonprofit CBOs. Agencies that have exhibited a past commitment to community-based service providers should be the primary candidates for funding.

We hope the BSCC will consider our JAG funding priority recommendations and recognize the need for innovative local investments. The BSCC has a significant opportunity to address ongoing issues faced by justice-involved individuals and realize the positive role that community-based services play in confronting these concerns. These recommendations will help to ensure the health and safety for California's most vulnerable communities." (12:34)

Supports:

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“On behalf of criminal and juvenile justice advocates, community organizers, directly impacted individuals—many of whom have been incarcerated in local jails and juvenile facilities—and families of individuals currently incarcerated, we recommend that the BSCC prioritize programs offered by private nonprofit and community-based organizations and non-law enforcement agencies in the following PPAs:

- Prevention and education programs;
- Drug treatment programs; and
- Mental health programs, including trauma-focused behavioral programs and crisis intervention teams.” (12:31)

Codes: General Funding Priorities: Prioritize partnerships with CBOs / PPA2: Alternative sentencing / PPA3: Violence intervention and prevention / PPA3: Youth development / PPA8: General mental health services / PPA8: Trauma-focused behavioral programs

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“We ask that, in the context of addressing serious violence, the BSCC continue this trend of directing Byrne JAG dollars away from ineffective suppression and enforcement strategies and towards evidence-informed and community-based strategies, such as those described above, that are laser focused on the small number of individuals at the highest risk of engaging in violence.” (13:28)

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“Resource organizations that have a proven model, comprehension plan with a strategy to analyze from a health and wellness perspective the continued existence of ‘street gangs - crips and bloods’ and will utilize evidence based tools and programs to reduce their continued proliferation and destructive, deadly nature.” (18:2)

Codes: General Funding Priorities: Prioritize partnerships with CBOs / PPA8: Gang reduction from a health and wellness perspective

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The unprecedented COVID-19 health crisis, and the national outcry over racist violence and police killings, have laid bare the need for changes in our criminal justice and public safety priorities. It is especially critical that the BSCC shift the way it leverages resources to prioritize supporting communities most impacted by these

(19:31)



Continued by:

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We applaud the BSCC for recently requiring that counties allocate at least 20 percent of Coronavirus Emergency Supplemental Funding (CESF) to community-based organizations, and for prioritizing reentry services when allocating these funds. The BSCC can renew this commitment, and go further, by prioritizing allocating regular JAG funds to CBOs.

California relies on a network of CBOs that serve survivors, those reentering from incarceration, and communities most impacted by violence. These proven programs include community-based diversion, street and hospital-based violence prevention, trauma recovery, reentry support, youth development, and community-based mental health and substance abuse treatment. Those organizations closest to and most reflective of communities they serve are uniquely equipped to deliver critical services that prevent and respond to violence.

The safety and wellbeing of survivors, justice-involved individuals, and vulnerable communities depend on the ability of community-based service providers to provide support and stop cycles of violence. The BSCC has the responsibility to help ensure that these providers have the resources they need when distributing Federal grant funding.

Given the needs of some of our most vulnerable Californians, we ask the BSCC to prioritize community-based organizations (CBOs) for relevant funding opportunities and make an explicit commitment to allocating the majority of JAG funds to supporting CBOs. Further, we recommend that the BSCC make clear that CBOs can and should receive JAG funding without a requirement that they collaborate with law enforcement - as independence from law enforcement is often necessary to reduce barriers to service access. We recommend (19:20)

Codes: General Funding Priorities: Non-law enforcement related / General Funding Priorities: Prioritize partnerships with CBOs

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“So specifically, I think funding towards re-entry type programs -- not necessarily corrections, but re-entry type programs work with offenders not only while they're in custody but as they transition back into the community; and some of those areas would be job readiness programs, in custody vocational training, educational training, and treatment programs, and then obviously post-release career training, as well as job placement.

And those are the areas that we will use in order to reduce recidivism at a program level, not necessarily at a full corrections level. And then, I guess, kind of going a little bit deeper into some of the programming of whether it's education program or vocational program in which they can receive, you know, certificates to -- to help them make that transition and gain employment.

And then, I guess, that last component of homelessness of being able to use that funding to collaborate with community partners to place them in transitional housing.” (41:3)

Continued by:

“So just in reference to our department, I'm in charge of the re-entry program at one of our correctional facilities, so it would fall into section number 4 there. Some of the areas, obviously, that we're focused on right now -- the big one, obviously, reducing recidivism, but also dealing with the homelessness issue.

So funding to assist with housing post- release, as well as funding to help some of the staffing issues or some of the programs that we'd like to bring on, to help the transition from custody into the community, would be where we would see the most benefit.” (41:2)

Codes: General Funding Priorities: Prioritize partnerships with CBOs / PPA4: Reentry services

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## **Category: Program Purpose Area 1 Law Enforcement Programs**

Code: Building trust in law enforcement

Two (2) quotations

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“In today’s climate, establishing that connection (and trust) between law enforcement and public should be a top priority. I don’t have an answer, but any effort put forward by law enforcement agencies should be considered. Many agencies including the Department of Justice are experiencing budget cuts and/or defunding. When that happens, the first thing cut by an agency is usually community outreach programs, (and community relations training) primarily due to that agency simply trying to survive and continue to provide a service to their communities.

Only through relationships, do you have trust, only through trust are you able to establish partnerships.” (10:7)

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“And then the second area, the commission on 21st Century Policing report that came out many years ago pointed out that for agencies to achieve -- police agencies to achieve legitimacy in their communities, they have to be understood to be part of that community.

And there's an obvious disconnect in many areas around the work that police departments do, and sheriff's departments do, and that -- and how that connects to the community. So one of the -- one of the -- one of the pillars -- or one of the ideas that came out of that 21st Century report was that police agencies need to create relationships with the community in areas that may lay outside of strict enforcement.

And to be able to cultivate those partnerships and work towards problems, solving those problems that are kind of the root problems of those -- of crime, if you will, so continued funding, I guess, to promote those kinds of interactions and that kind of law enforcement community integration if that -- if that makes any sense.” (32:3)

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Code: Firearm monitoring and recovery

One (1) quotation

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“I have a recommendation for a program, specifically a firearm monitoring and recovery program. Recent legislation in multiple states has increased requirements for persons convicted of certain crimes (e.g., domestic violence and stalking crimes) to account for and surrender their firearms. Unfortunately, resources are scarce to meaningfully ensure compliance with these terms. Defendants are obligated to execute documents certifying that they do not own/possess firearms but resources do not allow for much more such that, in essence, the legislation operates on the ‘honor system.’ At least one County has devised a robust program to account for, track and ensure enforcement of these firearm surrender provisions (King County, Washington). However, this program, while very successful at recovering firearms, required the dedication of multiple staff members (attorney(s), enforcement officer(s) and victim advocate(s)) and thus finding additional funding and devoting resources was required.

FBI data shows that ‘[o]ver half of female victims of intimate partner homicide in the US are killed with a gun, which translates to at least 53 women shot and killed by an intimate partner in an average month in the US.’ This program would have tremendous value because it would get firearms out of the hands of people who have already been identified as having demonstrated a propensity for violence. The basic structure of the program would require an attorney to litigate the processes in court, file motions and manage the investigations, one or more investigators to do the follow up, social media investigation and other investigative work to identify those not relinquishing their firearms, and a victim advocate to keep victims apprised throughout the process.” (20:1)

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Code: PPA1: First degree burglaries

One (1) quotation

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“Another example I have is -- and this really isn't a quality of life crime, but first-degree burglaries.

First degree burglaries, as many of you know, are off the charts right now. It may be an issue specific to COVID, but it also is an issue with the economy.

And what we're finding in many cities -- I don't know if anyone is here from San Francisco, especially, is that there's no -- a lot of the perpetrators are no longer just breaking into cars; they're breaking into houses, and breaking into houses when people are in the houses. So there's more and more of that in certain cities, and those are really, really scary.

And I think our police departments, and maybe also our prosecutorial agencies, need a little help to do the best they can to solve and maybe prevent some of these types of crimes. So I'm not sure what that RFP would like, or what that -- you know, but I'm just kind of giving you sort of the concept there for discussion.” (34:3)

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Code: Fraud investigations

One (1) quotation

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“Primarily since the onset of the COVID pandemic...we've seen an increase in all crimes, but specifically related to fraud, major fraud -- identity theft, theft by fraud, and things like that. Is this something that JAG could fund, or is this something that we could tap into?” (31:1)

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Code: Quality of life crimes

One (1) quotation

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“And those are two-fold; one is quality of life crimes. So you know, some cities that don't have the major, major crimes, like some do, in California. What's important for the citizens, really, is quality of life crimes. So I'm going to give you an example...

...Davis, where the university is, there's some crime, but nothing really serious. And really, the citizens are very focused on quality of life crimes. Example of that is -- and other cities might not have this issue because biking probably isn't such a major part of life as in Davis, but people are stealing bikes.

And there's of people that I've seen -- or there's lots of comments I've seen on -- like, next door, where there are complaints from the citizens that the police department won't do anything about it. And that may be true in some instances, and I'm wondering if there

could be some sort of grant that could assist not only in those types of crimes, something that specific, but in other quality of life crimes.” (34:2)

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## **Category: Program Purpose Area 2 Prosecution and Court Programs**

Code: Alternative sentencing

One (1) quotation

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“Incentivize public agencies to partner with community-based service providers. We recommend that the BSCC incentivize partnerships with nonprofit, community-based organizations (CBOs) that are uniquely positioned to provide effective prevention and intervention services. These include programs relating to alternative sentencing, mental health, reentry, youth development, and trauma-focused community-based violence intervention and prevention.

California relies on a network of effective CBOs to deliver community-driven safety solutions that can further the state’s public safety goals if provided proper resources to maintain and expand services to justice-involved individuals. Since the BSCC distributes JAG funding to local governments, it is critical that public agencies partner with nonprofit CBOs. Agencies that have exhibited a past commitment to community-based service providers should be the primary candidates for funding.

We hope the BSCC will consider our JAG funding priority recommendations and recognize the need for innovative local investments. The BSCC has a significant opportunity to address ongoing issues faced by justice-involved individuals and realize the positive role that community-based services play in confronting these concerns. These recommendations will help to ensure the health and safety for California’s most vulnerable communities.” (12:34)

Codes: General Funding Priorities: Prioritize partnerships with CBOs / PPA2: Alternative sentencing / PPA3: Violence intervention and prevention / PPA3: Youth development / PPA8: General mental health services / PPA8: Trauma-focused behavioral programs

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Code: Drug court

One (1) quotation

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“...I was wondering if this grant can be something to help -- well, I guess, would definitely be a help to supplement some of the programming that we are trying to do.

One of the programs I work directly with is Adult Drug Court. So my question on that is, in what ways could this funding be used to help fund some of our treatment providers with continuing drug court programs, and how that might work?” (28:1)

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Code: Indigent defense

Three (3) quotations

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“More funding to public defenders’ offices to offset the disparity between funding for PD offices and DA offices. When funding is available for law enforcement goals, sometimes we forget the defense, not thinking of the defense as part of law enforcement, but we are. Nobody wants a criminal prosecution going forward without a robust defense.

When PD’s offices, particularly the ‘contract’ PDs offices (not a county office, like I work at, but an office where a private lawyer contracts with the county to provide indigent defense) can’t afford to pay competitive wages to their attorneys, this makes it difficult to attract and retain talented attorneys. I previously worked in a contract office and the turnover was very high. When cases get re-assigned numerous times, the clients suffer, it costs the courts money, and justice is not served. We PDs are just as much a part of the justice system as the DAs.” (7:18)

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“On behalf of the Solano County Public Defender I am writing to support the increased availability of JAG grants to indigent defense providers. Public defender offices are uniquely situated to provide services to reduce recidivism and improve outcomes for individuals in the criminal justice system, while working toward the goal of a more fair and equitable system.

Defender offices who have received JAG grants have been successful at meeting their goals and improving the lives of the clients they serve. Programs include early representation at the time of citation in misdemeanor cases, which helps to quickly identify and address the needs of those cited for minor offenses, reducing failures to appear and increasing access to treatment. Other programs have provided funding for holistic representation: addressing clients’ needs outside of legal representation, such as housing, mental and physical health, family, immigration. By working to resolve barriers to success, the interdisciplinary model reduces incarceration significantly without a negative impact on public safety.

This not only reduces costs but has a positive impact on the community.

JAG grants help smaller public defender offices provide the funding to test and adopt new models that not only save money in the long run by reducing incarceration and recidivism

but also by improving the lives of clients, their families, and the local community. We urge BSCC to expand funding of these programs.” (16:9)

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“I am writing to encourage more prominent inclusion of funding for indigent defense for the upcoming round of JAG grants. The need to fund indigent defense services is all the more urgent given the many recent legislative reforms that have increased the need for public defender services for an array of ancillary services not typically funded at the local County level.” (23:2)

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Code: Mental health courts

Two (2) quotations

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“Funding for community-based treatment for mental health diversion. I represent quite a few individuals who, theoretically, should qualify for mental health diversion pursuant to Penal Code 1001.35, et seq. Unfortunately, they have to find mental health treatment on their own and come up with a treatment provider who will supervise their treatment and submit progress reports to the court. County Behavioral Health is stretched too thin and sometimes refuses to do this. There are very few alternatives in a rural community like Nevada County. Persons who otherwise qualify for this diversion should not be denied simply because they can’t find a treatment provider to work with them.” (7:14)

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“I am familiar with the Edward Byrne Memorial Justice Assistance Grant (JAG) Program, and the collaborative courts are an allowable priority area.

This office coordinates eight collaborative courts serving about 200 people in the justice system every day, a number of whom are reentering our community under formal supervision. Our programs are for people assessed at high risk to recidivate due to high need for mental health (and addiction treatment) services.

Our court recently contracted with a community-based mental health service provider (Telecare Corp.) to deliver a range of crucial mental health services across these court programs. This contract is about \$250,000 per year and is currently funded by unsustainable federal grant money.

I am requesting that the BSCC considers funding mental health services for California’s collaborative courts.

Our most recent mental health data is showing impressive outcomes that support the goals of the BSCC:

- About 80% of our participants have received mental health services in Alameda County.
- Many treatment court clients have serious mental illness (SMI) and are linked to services that effectively keep them out of jail and psychiatric hospitalization.
- About 40% have a history of psychiatric hospitalization in Alameda County, with an average stay of about 15 days.
- About 85% of these participants were not re-hospitalized after entering a collaborative court.
- About 70% received mental health services in Santa Rita jail, with an average of 6 treatment episodes.
- About 64% of these participants did not have jail mental health contact after entering their court program.

We are achieving these outcomes because:

- The Treatment courts in Alameda County have contracted with Telecare Corporation to provide a court mental health team
- These licensed clinicians screen and assess incoming court clients and provide clinical consultation to court teams
- They provide crisis support and coordinate crisis response efforts
- They ensure that all clients with mental health needs are linked to ongoing mental health services.” (26:1)

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Code: Pre-trial programs

One (1) quotation

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“We would encourage the prioritization of programs that support pretrial programs and developing interventions and responses based on risk and related evidence-based approaches.

Pre-trial programs focus on identifying risk factors with the goal of ensuring return to court and community safety while maintaining community supports, employment, prosocial engagement, and other services.

Probation departments have operated pre-trial programs for many years in coordination with the courts and local partners to maximize public safety, maximize return to court and mitigate the highest risk. These programs incorporate release decisions made by judicial officers prior to or at arraignment—informed by assessment tools used by county probation departments to help inform release decisions by judges.” (17:2)

Supports:

“Research reflects the importance of targeting interventions and tailoring the scope and type of responses based on a person’s protective and risk factors. We believe

this continues to be a critical component in creating lasting behavior change.”  
(17:4)

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## **Category: Program Purpose Area 3 Prevention and Education Programs**

Code: Domestic violence programs

One (1) quotation

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Domestic violence impacts us all. In 2018-19 domestic violence programs in California received nearly 80,000 twenty-four hour crisis line calls, provided emergency shelter services to 18,808 domestic violence survivors and their children for 645,863 bed nights.<sup>1</sup> On *just one day* in 2019, California programs provided services to 5,644 survivors, but there were 1,236 unmet requests on that same day. 51% of these unmet requests were for housing services.<sup>2</sup> Survivors who experience this violence and abuse rely on a network of CBOs to provide 24/7 crisis hotlines, counseling and peer support, legal advocacy, housing supports, and much more. These programs also work to prevent violence before it ever occurs, through healthy relationship education, work with athletes and leaders, and other strategies designed to change the social norms and conditions that allow abuse and violence. Supporting these programs should be a priority for JAG funding.

In addition, programs working with those who have committed domestic violence, known as batterer intervention programs, have an essential role in changing the attitudes and behaviors of those individuals to prevent future occurrence of domestic violence and prevent recidivism. These programs often rely solely on fees paid by the participants, and would benefit greatly from the ability to receive funding through JAG.

(19:29)

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Code: Violence intervention and prevention

Six (6) quotations

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“As part of the CalVIP coalition, we have joined the more than 40 organizations and cities representing advocacy groups, violence prevention experts, city leaders, researchers, and service providers in requesting that the BSCC prioritize funding for evidence-based intervention and prevention programs designed to reduce community violence and build police-community trust.

Every day, we witness the devastating and disproportionate harm on communities of color, and particularly Black men and boys, from violence and ineffective law enforcement strategies. We witness this harm and its ripple effect through our work in schools and direct services to families and friends who have lost loved ones to homicide. The

pandemic and its economic consequences levy disproportionate harm on communities of color in Richmond, Oakland, and eastern Contra Costa County.

This impact is compounded by an uptick in gun violence, likely a result of increased levels of stress and anxiety in our community. For example, in Oakland, in 2018 and 2019 there were 68 and 75 homicides, respectively. This year, by the beginning of October, there were 79 homicides in the city, including 15 in the month of September alone.

As in other communities, the distrust caused by the murders of George Floyd, Breonna Taylor, and Miles Hall in Walnut Creek, as well as other members of the Black and Brown communities has harmed relationships with law enforcement.

We ask that the BSCC direct Byrne JAG dollars away from ineffective suppression and enforcement strategies and towards evidence-informed and community-centric strategies that are laser focused on the small number of individuals at the highest risk of engaging in violence. We have witnessed the benefit of such strategies firsthand.

We appreciate the opportunity to provide input in this process and we urge BSCC to elevate community violence as a priority issue for Byrne JAG funding, and invest in proven, community-based violence intervention and prevention programs.” (11:18)

Codes: General Funding Priorities: Non-law enforcement related / PPA3: Violence intervention and prevention

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“Incentivize public agencies to partner with community-based service providers. We recommend that the BSCC incentivize partnerships with nonprofit, community-based organizations (CBOs) that are uniquely positioned to provide effective prevention and intervention services. These include programs relating to alternative sentencing, mental health, reentry, youth development, and trauma-focused community-based violence intervention and prevention.

California relies on a network of effective CBOs to deliver community-driven safety solutions that can further the state’s public safety goals if provided proper resources to maintain and expand services to justice-involved individuals. Since the BSCC distributes JAG funding to local governments, it is critical that public agencies partner with nonprofit CBOs. Agencies that have exhibited a past commitment to community-based service providers should be the primary candidates for funding.

We hope the BSCC will consider our JAG funding priority recommendations and recognize the need for innovative local investments. The BSCC has a significant opportunity to address ongoing issues faced by justice-involved individuals and realize the positive role that community-based services play in confronting these concerns.

These recommendations will help to ensure the health and safety for California’s most vulnerable communities.” (12:34)

Continued by:

“On behalf of criminal and juvenile justice advocates, community organizers, directly impacted individuals—many of whom have been incarcerated in local jails and juvenile facilities—and families of individuals currently incarcerated, we recommend that the BSCC prioritize programs offered by private nonprofit and community-based organizations and non-law enforcement agencies in the following PPAs:

- Prevention and education programs;
- Drug treatment programs; and
- Mental health programs, including trauma-focused behavioral programs and crisis intervention teams.” (12:31)

Codes: General Funding Priorities: Prioritize partnerships with CBOs / PPA2: Alternative sentencing / PPA3: Violence intervention and prevention / PPA3: Youth development / PPA8: General mental health services / PPA8: Trauma-focused behavioral programs

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“The CalVIP coalition, made up of advocacy groups, violence prevention experts, city leaders, researchers, and service providers, requests that the BSCC prioritize funding for evidence-based intervention and prevention programs designed to reduce community violence and build police-community trust.” (13:20)

Continued by:

“The gun violence crisis is deeply entwined with the coronavirus pandemic in many California cities, as both public health crises tragically amplify the other’s harms. At the same time, the recent deaths of George Floyd and Breonna Taylor at the hands of police have eroded trust between law enforcement and the communities they police, contributing to dangerous cycles of mistrust and violence.

Consequently, we see that while most forms of crime appear to be at least temporarily declining during the pandemic, community violence is not. In April 2020, an analyst for the Trace noted that, ‘shootings are a glaring exception to the coronavirus crime drop.’ Preliminary data appears to show the same pattern in California. According to records from the Gun Violence Archive, residents of this state have suffered over 50% more firearm fatalities in August and September of this year compared to the same time last year. Shootings and other traumatic injuries are also now more likely to become fatal as healthcare and emergency resources become increasingly strapped. In Fresno, for example, despite a stay at home order initiated on March 18th, shootings that took place between March 16th and April 19th increased more than 67% compared to the same period last year. Many other California cities including Los Angeles and Oakland are also experiencing similar spikes in violence.

Violence continues to impose a particularly devastating and disproportionate harm on communities of color, particularly black men and boys. In California, violence

has been the leading cause of death for young African American men and teens, and the parents of a African American teenager in our state are as likely to lose a son to violence as nearly every other cause of death—human or natural, illness, accident, or suicide—combined. The need for investment in violence intervention and prevention programming has never been more critical, but compared to leading states making these investments, such as Massachusetts, California provides relatively few resources to support such programs.

California’s Violence Intervention and Prevention (CalVIP) grant program has provided \$9 million dollars annually to support violence reduction efforts. Although this investment has not matched the enormity of the problem (if California were to match Massachusetts’ per capita investment, the CalVIP budget would be closer to \$200 million per year), it has still made an important impact in the communities where it’s been available. Cities that received a CalVIP grant during the 2018 funding cycle saw homicides decrease at nearly three times the rate of jurisdictions that did not receive support. In 2020, even with a substantial one- time increase in CalVIP’s budget, the program was only able to distribute \$37 million despite more than 74 eligible proposals seeking a total of \$78 million to address violence with evidence-informed strategies in their communities. The available resources in California are simply not meeting the existing—and increasing—public safety needs of our cities.” (13:22)

Continued by:

“In sum, we thank you for the opportunity to provide input in this process and we urge the BSCC to elevate community violence as a priority issue for Byrne JAG funding and address it by investing in proven, community-based violence intervention and prevention programs.” (13:29)

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We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.

(19:28)

Continued by:

independence from law enforcement is often necessary to reduce barriers to service access. We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs

(19:32)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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“We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.” (21:28)

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“We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning.

These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.” (24:33)

Continued by:

“We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs.” (24:34)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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Code: Youth development

Six (6) quotations

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“Incentivize public agencies to partner with community-based service providers. We recommend that the BSCC incentivize partnerships with nonprofit, community-based organizations (CBOs) that are uniquely positioned to provide effective prevention and intervention services. These include programs relating to alternative sentencing, mental health, reentry, youth development, and trauma-focused community-based violence intervention and prevention.

California relies on a network of effective CBOs to deliver community-driven safety solutions that can further the state’s public safety goals if provided proper resources to maintain and expand services to justice-involved individuals. Since the BSCC distributes JAG funding to local governments, it is critical that public agencies partner with nonprofit CBOs. Agencies that have exhibited a past commitment to community-based service providers should be the primary candidates for funding.

We hope the BSCC will consider our JAG funding priority recommendations and recognize the need for innovative local investments. The BSCC has a significant opportunity to address ongoing issues faced by justice-involved individuals and realize the positive role that community-based services play in confronting these concerns. These recommendations will help to ensure the health and safety for California’s most vulnerable communities.” (12:34)

Continued by:

“On behalf of criminal and juvenile justice advocates, community organizers, directly impacted individuals—many of whom have been incarcerated in local jails and juvenile facilities—and families of individuals currently incarcerated, we recommend that the BSCC prioritize programs offered by private nonprofit and community-based organizations and non-law enforcement agencies in the following PPAs:

- Prevention and education programs;
- Drug treatment programs; and
- Mental health programs, including trauma-focused behavioral programs and crisis intervention teams.” (12:31)

Codes: General Funding Priorities: Prioritize partnerships with CBOs / PPA2: Alternative sentencing / PPA3: Violence intervention and prevention / PPA3: Youth development / PPA8: General mental health services / PPA8: Trauma-focused behavioral programs

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We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.

(19:28)

Continued by:

independence from law enforcement is often necessary to reduce barriers to service access. We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
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- Mental health programs

(19:32)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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“We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.” (21:28)

Continued by:

“We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs.” (21:31)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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“We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning.

These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.” (24:33)

Continued by:

“We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs

- Mental health programs.” (24:34)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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“But I've also been working in our juvenile kind of community and network. And I would just encourage that the prevention and education programs, as well as mental health programs and related law enforcement and corrections programs, become areas of focus and priority for your board.

I believe that one of the things that we're seeing state-wide is the dialogue around school resource officers. And while they provide a very important function, I think the current concern is that it is a little too law enforcement-focused for our schools and what people want to see on our school campuses.

I know a lot of the funding that we get locally for the school resource officers is through prevention and DOJ grants, which requires it to be law enforcement so that we can't reuse the dollars for something related to crisis intervention, more along the lines of social services, support, and resource brokering.

We have our probation officers on campuses doing that type of thing. But again, we are a law enforcement presence. So I would love to see that these funds help bridge the gap between mental health services in the counties, the schools, and law enforcement, so that we can replace -- unfortunately, our county here has now rejected two grants and are losing school resource officers.

So utilizing this funding to be able to provide that service at a less than law enforcement level, with proper funding, would be a priority that I would encourage you to look at. Thank you.” (35:1)

Codes: Demographics: Corrections / PPA3: Youth development / PPA8: Crisis intervention / PPA8: General mental health services

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“I'm speaking from the county where I'm from, and what little I know about it, the prevention and education programs I that there is not a lot of collaboration in the area where I am between CBOs -- nongovernmental CBOs, and the -- for instance, the Juvenile Justice Court or the system. So most of the programs that are available are connected to the system. So they are thought and implemented in some way or fashion connected to the probation department or -- mostly it's the probation department, and so I know that there is the Juvenile Justice Delinquency Prevention Act that allocates funding to the County specifically to create a -- help to create that opportunity for, especially juveniles who are entering back or going home, a connection to the community that

supports them. I think that in the area where I am that that's not really happening, and so that's one area I think really deserves some attention.” (42:1)

Codes: General Funding Priorities: Non-law enforcement related / PPA3: Youth development / PPA4: Reentry services

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## **Category: Program Purpose Area 4 Corrections and Community Corrections Programs**

Code: Reentry services

Ten (10) quotations

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“Prioritize programming alternatives to law enforcement. Amid a national reckoning with systemic racism, especially in law enforcement, we must respond to calls for reinvestment. The BSCC can be part of these historic efforts by prioritizing programs that reduce justice system contact and promote community-driven prevention and intervention. This prioritization will support critical resources including mental health services, substance use treatment, employment and education services, and reentry housing.” (12:33)

Supports:

On behalf of criminal and juvenile justice advocates, community organizers, directly impacted individuals—many of whom have been incarcerated in local jails and juvenile facilities—and families of individuals currently incarcerated, we recommend that the BSCC prioritize programs offered by private nonprofit and community-based organizations and non-law enforcement agencies in the following PPAs:

- Prevention and education programs;
- Drug treatment programs; and
- Mental health programs, including trauma-focused behavioral programs and crisis intervention teams.” (12:31)

Codes: General Funding Priorities: Non-law enforcement related / PPA4: Reentry services / PPA5: Substance use treatment

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“This comment is made regarding the need for grant funding that supports reentry services for formerly incarcerated citizens. The CROP Organization, a nonprofit community-based organization, has identified several critical areas where formerly incarcerated men and women desperately need support. These areas include: 1) soft-

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skill development, 2) hard-skill training in tech and other sustainable careers, and 3) employment opportunities.

While there have been strides to allocate funding for program needs within institutions, there is a serious lack of attention being placed on ways to support formerly incarcerated people in market driven skill sets (particularly in the tech industry) and good paying jobs upon their release into the community. For this reason, we ask that a portion of the federal grant fund be allocated specifically for programming that is designed to help returning citizens to succeed in tech training, employment, and wage-matching subsidies for fair-chance employers that are willing to hire returning citizens at starting salaries of \$50,000 and above.” (14:8)

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We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.

(19:28)

Continued by:

independence from law enforcement is often necessary to reduce barriers to service access. We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs

(19:32)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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“We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.” (21:28)

Continued by:

“We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs.” (21:31)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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“My question is will there be funding for projects that are at the risk of homelessness for the reentry community presently without funding?” (22:2)

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“We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning.

These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.” (24:33)

Continued by:

“We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs.” (24:34)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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“Some funding that could promote some systemic integration around re-entry with some focus, additionally, on substance abuse treatment.

And I guess, specifically methamphetamine addiction, and some -- something that promotes some greater understanding of how to effectively accomplish that, that would be one area.” (32:2)

Codes: PPA4: Reentry services / PPA5: Substance use treatment

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“So just in reference to our department, I'm in charge of the re-entry program at one of our correctional facilities, so it would fall into section number 4 there. Some of the areas, obviously, that we're focused on right now -- the big one, obviously, reducing recidivism, but also dealing with the homelessness issue.

So funding to assist with housing post- release, as well as funding to help some of the staffing issues or some of the programs that we'd like to bring on, to help the transition from custody into the community, would be where we would see the most benefit.” (41:2)

Continued by:

“So specifically, I think funding towards re-entry type programs -- not necessarily corrections, but re-entry type programs work with offenders not only while they're in custody but as they transition back into the community; and some of those areas would be job readiness programs, in custody vocational training, educational training, and treatment programs, and then obviously post-release career training, as well as job placement.

And those are the areas that we will use in order to reduce recidivism at a program level, not necessarily at a full corrections level. And then, I guess, kind of going a little bit deeper into some of the programming of whether it's education program or vocational program in which they can receive, you know, certificates to -- to help them make that transition and gain employment.

And then, I guess, that last component of homelessness of being able to use that funding to collaborate with community partners to place them in transitional housing.” (41:3)

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“I'm speaking from the county where I'm from, and what little I know about it, the prevention and education programs I know that there is not a lot of collaboration in the area where I am between CBOs -- nongovernmental CBOs, and the -- for instance, the Juvenile Justice Court or the system. So most of the programs that are available are connected to the system. So they are thought and implemented in some way or fashion connected to the probation department or -- mostly it's the probation department, and so I know that there is the Juvenile Justice Delinquency Prevention Act that allocates funding to the County specifically to create a -- help to create that opportunity for, especially juveniles who are entering back or going home, a connection to the community that supports them. I think that in the area where I am that that's not really happening, and so that's one area I think really deserves some attention.” (42:1)

Codes: General Funding Priorities: Non-law enforcement related / PPA3: Youth development / PPA4: Reentry services

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“So I'm going to make a public comment about how the Anchor of Hope is working with the prison ministries and various churches, as well as drug ministries, outreach ministries, reentry case managers, reentry job developers, resource providers, criminal justice reform advocates, legal clinic providers, and all those persons who are -- are coming out of the criminal justice system.

We're working with the churches. We know that there's been a lot of releases, not just due to COVID but even before the pandemic. And Anchor of Hope is reaching out to the churches so they can turn their prison visit ministries into reentry ministries. A lot of churches have prison ministries and they visit. But we want to build on them to make them more reentry ministries. And I think this is where a lot of the funding should go because we -- there's a great need and not just in South LA, but throughout the state. And that's my comment.”

“As a Board Member of Anchor of Hope and the Criminal Justice Courage Campaign, I firmly believe that serving the needs of the formerly incarcerated is an urgent priority. This is a pressing justice issue facing the state, as I mentioned during the listening session earlier this year. Our campaign has as its aim to instruct and train ministry leaders in our local churches to assist in rehabilitation into the community and serve the greater good.

Campaign tactics are focused on preventing recidivism and making our communities safer. This we feel is vital, especially as the state and nation are grappling with equity in the justice system.” (44:2)

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## **Category: Program Purpose Area 5 Drug Treatment and Enforcement Programs**

Code: Substance use treatment

Five (5) quotations

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“Prioritize programming alternatives to law enforcement. Amid a national reckoning with systemic racism, especially in law enforcement, we must respond to calls for reinvestment. The BSCC can be part of these historic efforts by prioritizing programs that reduce justice system contact and promote community-driven prevention and intervention. This prioritization will support critical resources including mental health services, substance use treatment, employment and education services, and reentry housing.” (12:33)

Continued by:

“On behalf of criminal and juvenile justice advocates, community organizers, directly impacted individuals—many of whom have been incarcerated in local jails and juvenile facilities—and families of individuals currently incarcerated, we recommend that the BSCC prioritize programs offered by private nonprofit and community-based organizations and non-law enforcement agencies in the following PPAs:

- Prevention and education programs;
- Drug treatment programs; and

- Mental health programs, including trauma-focused behavioral programs and crisis intervention teams.” (12:31)

Codes: General Funding Priorities: Non-law enforcement related / PPA4: Reentry services / PPA5: Substance use treatment

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We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.

(19:28)

Continued by:

independence from law enforcement is often necessary to reduce barriers to service access. We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs

(19:32)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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“We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.” (21:28)

Continued by:

“We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs.” (21:31)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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“We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning.

These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.” (24:33)

Continued by:

“We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs.” (24:34)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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“Some funding that could promote some systemic integration around re-entry with some focus, additionally, on substance abuse treatment.

And I guess, specifically methamphetamine addiction, and some -- something that promotes some greater understanding of how to effectively accomplish that, that would be one area.” (32:2)

Codes: PPA4: Reentry services / PPA5: Substance use treatment

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## **Category: Program Purpose Area 6 Planning, Evaluation, and Technology Improvement Programs**

Code: Technology and system improvement

Three (3) quotations

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“More funding for Public Defenders’ offices to purchase and accommodate new technology and software. A lot more audio and video discovery is provided to the defense than ever before due to dash and body cameras. In order to view and use this data, our office requires sophisticated, expensive software and up to date computers. My computer is pretty new, but it still struggles with those big files. Our office is paperless, so case management software and computers that are easy to bring to court and the jail are a must. Apps that text our clients before court cut down on failures to appear AND save the court time and money.” (7:15)

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“We encourage the JAG discussions and priorities to reflect pre-trial resources including technology, data collection, and building service capacity.” (17:3)

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“And then on the planning, evaluation, and technology, like, how would -- or if someone can share examples of how that's been used in the past, because we do have some systems where we try to track clients.

Specifically, we deal with AB 109 probationers. I don't know if anybody can kind of help me out and get a little caught up on some of these.” (28:2)

## **Category: Program Purpose Area 7 Crime Victims and Witness Programs**

Code: General crime victim and witness programs

Three (3) quotations

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We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.

(19:28)

Continued by:

independence from law enforcement is often necessary to reduce barriers to service access. We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs

(19:32)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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“We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based

violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.” (21:28)

Continued by:

“We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs.” (21:31)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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“We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning.

These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.” (24:33)

Continued by:

“We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs.” (24:34)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

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## **Category: Program Purpose Area 8 Mental Health Programs and Related Law Enforcement and Corrections Programs**

Code: Crisis intervention

One (1) quotation

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“But I've also been working in our juvenile kind of community and network. And I would just encourage that the prevention and education programs, as well as mental health programs and related law enforcement and corrections programs, become areas of focus and priority for your board.

I believe that one of the things that we're seeing state-wide is the dialogue around school resource officers. And while they provide a very important function, I think the current concern is that it is a little too law enforcement-focused for our schools and what people want to see on our school campuses.

I know a lot of the funding that we get locally for the school resource officers is through prevention and DOJ grants, which requires it to be law enforcement so that we can't reuse the dollars for something related to crisis intervention, more along the lines of social services, support, and resource brokering.

We have our probation officers on campuses doing that type of thing. But again, we are a law enforcement presence. So I would love to see that these funds help bridge the gap between mental health services in the counties, the schools, and law enforcement, so that we can replace -- unfortunately, our county here has now rejected two grants and are losing school resource officers.

So utilizing this funding to be able to provide that service at a less than law enforcement level, with proper funding, would be a priority that I would encourage you to look at. Thank you.” (35:1)

Codes: PPA3: Youth development / PPA8: Crisis intervention / PPA8: General mental health services

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Code: Gang reduction from a health and wellness perspective

One (1) quotation

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“Resource organizations that have a proven model, comprehension plan with a strategy to analyze from a health and wellness perspective the continued existence of "street gangs - crips and bloods" and will utilize evidence based tools and programs to reduce their continued proliferation and destructive, deadly nature.” (18:2)

Codes: General Funding Priorities: Prioritize partnerships with CBOs / PPA8: Gang reduction from a health and wellness perspective

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Code: General mental health services

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## Six (6) quotations

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“Incentivize public agencies to partner with community-based service providers. We recommend that the BSCC incentivize partnerships with nonprofit, community-based organizations (CBOs) that are uniquely positioned to provide effective prevention and intervention services. These include programs relating to alternative sentencing, mental health, reentry, youth development, and trauma-focused community-based violence intervention and prevention.

California relies on a network of effective CBOs to deliver community-driven safety solutions that can further the state’s public safety goals if provided proper resources to maintain and expand services to justice-involved individuals. Since the BSCC distributes JAG funding to local governments, it is critical that public agencies partner with nonprofit CBOs. Agencies that have exhibited a past commitment to community-based service providers should be the primary candidates for funding.

We hope the BSCC will consider our JAG funding priority recommendations and recognize the need for innovative local investments. The BSCC has a significant opportunity to address ongoing issues faced by justice-involved individuals and realize the positive role that community-based services play in confronting these concerns. These recommendations will help to ensure the health and safety for California’s most vulnerable communities.” (12:34)

Continued by:

“On behalf of criminal and juvenile justice advocates, community organizers, directly impacted individuals—many of whom have been incarcerated in local jails and juvenile facilities—and families of individuals currently incarcerated, we recommend that the BSCC prioritize programs offered by private nonprofit and community-based organizations and non-law enforcement agencies in the following PPAs:

- Prevention and education programs;
- Drug treatment programs; and
- Mental health programs, including trauma-focused behavioral programs and crisis intervention teams.” (12:31)

Codes: General Funding Priorities: Prioritize partnerships with CBOs / PPA2: Alternative sentencing / PPA3: Violence intervention and prevention / PPA3: Youth development / PPA8: General mental health services / PPA8: Trauma-focused behavioral programs

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We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.

(19:28)

Continued by:

independence from law enforcement is often necessary to reduce barriers to service access. We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs

(19:32)

Codes: PPA3: Violence intervention and prevention / PPA3: Youth development / PPA4: Reentry services / PPA5: Substance use treatment / PPA7: General crime victim and witness programs / PPA8: General mental health services

---

“We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.” (21:28)

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- Prevention and education programs
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- Mental health programs.” (21:31)

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- Prevention and education programs
- Crime victim and witness programs

- Mental health programs.” (24:34)

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“But I've also been working in our juvenile kind of community and network. And I would just encourage that the prevention and education programs, as well as mental health programs and related law enforcement and corrections programs, become areas of focus and priority for your board.

I believe that one of the things that we're seeing state-wide is the dialogue around school resource officers. And while they provide a very important function, I think the current concern is that it is a little too law enforcement-focused for our schools and what people want to see on our school campuses.

I know a lot of the funding that we get locally for the school resource officers is through prevention and DOJ grants, which requires it to be law enforcement so that we can't reuse the dollars for something related to crisis intervention, more along the lines of social services, support, and resource brokering.

We have our probation officers on campuses doing that type of thing. But again, we are a law enforcement presence. So I would love to see that these funds help bridge the gap between mental health services in the counties, the schools, and law enforcement, so that we can replace -- unfortunately, our county here has now rejected two grants and are losing school resource officers.

So utilizing this funding to be able to provide that service at a less than law enforcement level, with proper funding, would be a priority that I would encourage you to look at. Thank you.” (35:1)

Codes: PPA3: Youth development / PPA8: Crisis intervention / PPA8: General mental health services

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“One of the things that we're interested in -- like Samantha Klein was mentioning early about behavior health partnering with law enforcement, we are eager to partner with the criminal justice system here, and I was wondering if the technical -- if there's technical support wanting to assist with the process -- and because this funding does not come out until 2022, if there are any planning processes and ideas put in place prior to 2022, are these funds retroactive, and up to how much can you receive in this process?” (45:1)

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Code: Trauma-focused behavioral programs

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## One (1) quotation

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“Incentivize public agencies to partner with community-based service providers. We recommend that the BSCC incentivize partnerships with nonprofit, community-based organizations (CBOs) that are uniquely positioned to provide effective prevention and intervention services. These include programs relating to alternative sentencing, mental health, reentry, youth development, and trauma-focused community-based violence intervention and prevention.

California relies on a network of effective CBOs to deliver community-driven safety solutions that can further the state’s public safety goals if provided proper resources to maintain and expand services to justice-involved individuals. Since the BSCC distributes JAG funding to local governments, it is critical that public agencies partner with nonprofit CBOs. Agencies that have exhibited a past commitment to community-based service providers should be the primary candidates for funding.

We hope the BSCC will consider our JAG funding priority recommendations and recognize the need for innovative local investments. The BSCC has a significant opportunity to address ongoing issues faced by justice-involved individuals and realize the positive role that community-based services play in confronting these concerns. These recommendations will help to ensure the health and safety for California’s most vulnerable communities.” (12:34)

Continued by:

“On behalf of criminal and juvenile justice advocates, community organizers, directly impacted individuals—many of whom have been incarcerated in local jails and juvenile facilities—and families of individuals currently incarcerated, we recommend that the BSCC prioritize programs offered by private nonprofit and community-based organizations and non-law enforcement agencies in the following PPAs:

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- Drug treatment programs; and
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Codes: General Funding Priorities: Prioritize partnerships with CBOs / PPA2: Alternative sentencing / PPA3: Violence intervention and prevention / PPA3: Youth development / PPA8: General mental health services / PPA8: Trauma-focused behavioral programs

# Appendix C: 2013 Strategic Plan Development Survey

## California Edward Byrne Memorial Justice Assistance Grant 2013 Strategic Plan Development Survey

The Board of State and Community Corrections (BSCC) is the administering agency for the Edward Byrne Memorial Justice Assistance Grant (JAG) Program. The BSCC provides oversight of the JAG program, develops and approves the state strategy, prioritizes the program purpose areas for funding, reviews grant proposals, and determines awards. In 2012, California's JAG program allocation was just under \$20 million.

To receive the JAG funding, the BSCC must develop a four-year state strategy, which will guide the spending under this federal grant program. To develop the state strategy, the BSCC reviews current data and information and obtains input from criminal justice professionals and other interested parties across the state about the state's criminal justice program needs within the allowable JAG program purpose areas.

The allowable program purpose areas of the JAG program are as follows:

Purpose Area 1: Law Enforcement

Purpose Area 2: Prosecution, Court, Defense and Indigent Defense

Purpose Area 3: Prevention and Education

Purpose Area 4: Corrections and Community Corrections

Purpose Area 5: Drug Treatment and Enforcement

Purpose Area 6: Planning, Evaluation and Technology Improvement

Purpose Area 7: Crime Victim and Witness Protection

The BSCC developed this survey in an effort to obtain a broad spectrum of input from criminal justice professionals and other interested parties throughout the state and will use the survey results to assist in developing the new four-year direction and strategy. Unless specifically designated the survey items to be ranked are for either adult or juvenile programs. Your input is very important and much appreciated.

The answers to this survey are confidential. All reporting of results from the survey will be done in aggregate. You will need an email address to complete this survey and only one completed survey per email address is allowed. No effort will be made to identify any respondent. However, to assist the BSCC with compiling and comparing the survey responses, please indicate the county you live in or the county your agency serves, whether it is a rural community, and which level of government you represent, if applicable.

## Pre-Survey Questions

1. **Name of County**

2. **Do you live in or serve a rural community?**

Yes or No

3. **What level of government do you serve?**

- Local
- State
- Tribal
- N/A

4. **My role or the role of my agency in the criminal justice system is as follows (select only one category):**

- Administration and Policy
- Community-Based Organization
- Corrections
- Courts
- Defense
- Education
- Juvenile Justice
- Law Enforcement
- Mental Health
- Parole/Probation
- Prosecution
- Public Health
- Social Services
- Substance Abuse Treatment
- Victim Assistance
- Interested Citizen
- Other (please specify)

## Core Questions

1. In California, JAG funding is primarily used to support the efforts of state and local multijurisdictional drug enforcement task forces throughout the state, e.g., Anti-Drug Abuse, Crackdown Multi-Community Task Force, Marijuana Suppression, Campaign Against Marijuana Planting, Drug Endangered Children Training and Technical Assistance.

**Do you believe this the best use of this grant money?**

Strongly Disagree   Disagree   Neither Agree Nor Disagree   Agree   Strongly Agree

1a. In the space below, provide a brief explanation of your response.

2. Of the seven JAG Program Purpose Areas listed below; rank in order of importance with 1 being the most important, which areas reflect the best use of JAG funding for your community or for the state:

- Law Enforcement
- Prosecution, Court, Defense and Indigent Defense
- Prevention and Education
- Corrections and Community Corrections
- Drug Treatment and Enforcement
- Planning, Evaluation and Technology Improvement
- Crime Victim and Witness Protection

3. If you were to allocate funding among the seven JAG Program Purpose Areas, what would be the percentages you would assign to each area? *YOUR TOTAL MUST EQUAL 100% (Note: All fields must have a numeric value between 0-100 before you can proceed.)*

- Law Enforcement
- Prosecution, Court, Defense and Indigent Defense
- Prevention and Education
- Corrections and Community Corrections
- Drug Treatment and Enforcement
- Planning, Evaluation and Technology Improvement
- Crime Victim and Witness Protection

## JAG Purpose Area Questions

**1. Rank in order of importance with 1 being the most important, the areas of need for Program Purpose Area 1 – Law Enforcement, includes multijurisdictional task forces and other policing efforts:**

- Gang Violence Reduction
- Drug Enforcement
- Violent Crime Reduction Initiatives
- Gun Violence Reduction
- Technology Driven Police Strategies (i.e. Hot Spot, Community Policing)
- Human Trafficking
- Other Services to Address Gaps in Law Enforcement

1a. Feel free to specify the other in the space provided below:

**2. Rank in order of importance with 1 being the most important, the areas of need for Program Purpose Area 2 – Prosecution, Court, Defense and Indigent Defense Programs, includes programs to improve the justice system's response to crime through effective criminal defense, prosecution, and adjudication of offenders:**

- Innovations in Indigent Defense
- Gun/Gang Prosecution
- Problem Solving Courts, i.e. Mental Health, Veterans, Drug, Reentry
- Pretrial Initiatives
- White-Collar Crime Prosecution and Defense
- Court-Based Restorative Justice Initiatives
- Defense Counsel Training to Improve Court Representation
- Violent Crime Prosecution and Defense
- Other Services to Address Gaps in Prosecution, Court, Defense and Indigent Defense Programs

2a. Feel free to specify the other in the space provided below:

**3. Rank in order of importance with 1 being the most important, the areas of need for Program Purpose Area 3 – Prevention and Education Programs, includes projects which address public safety concerns:**

- Gangs
- Juvenile Delinquency
- School Violence
- Substance Abuse
- Gun Violence
- Other Services to Address Gaps in Prevention and Education Programs

3a. Feel free to specify the other in the space provided below:

**4. Rank in order of importance with 1 being the most important, the areas of need in Program Purpose Area 4 – Corrections and Community Corrections Programs, includes non-residential, residential, aftercare, and other programs to reduce recidivism programs for offenders:**

- Alternatives to Incarceration – Residential
- Alternatives to Incarceration – Non-Residential
- Gender Specific Services
- Jail-Based Education and Training Services
- Re-Entry Planning, e.g. Integrated Case Management
- Smart Probation, e.g. Risk-Based Probation Strategies
- Restorative Justice, e.g. Restitution, Victim-Offender Reconciliation
- Juvenile Justice Options to State and Local Commitments
- Recidivism Reduction Programs
- Disproportionate Minority Contact Strategies
- Technical Assistance and Training on Evidence Based Practices
- Other Services to Address Gaps in Corrections and Community Corrections Programs

4a. Feel free to specify the other in the space provided below:

**5. Rank in order of importance with 1 being the most important, the areas of need in Program Purpose Area 5 – Drug Treatment and Enforcement, includes programs and services for substance abusing offenders:**

- In Custody Treatment
- Community-Based Outpatient Treatment
- Community-Based Residential Treatment
- Drug Enforcement Programs
- Other Services to Address Gaps in Drug Treatment and Enforcement Programs

5a. Feel free to specify the other in the space provided below:

**6. Rank in order of importance with 1 being the most important, the areas of need for Program Purpose Area 6 – Planning, Evaluation, and Technology Programs, includes projects to update IT equipment, records and management systems, developing communication networks to create information sharing among agencies:**

- Data collection and information sharing technology to support crime-fighting strategies
- Technology to support case management
- Data collection and information sharing to advance innovative use of crime analysis across jurisdictions in real time
- Data collection and information sharing to support offender management
- Data collection and information sharing between criminal justice and health/mental health and other community agencies and services
- Data collection and information sharing to assist in strategic planning
- Research, evaluation, and technology to support program evaluation
- Other Services to Address Gaps in Planning, Evaluation and Technology Programs

6a. Feel free to specify the other in the space provided below:

**7. Rank in order of importance with 1 being the most important, the areas of need for Program Purpose Area 7 – Crime Victim and Witness Protection (other than crime victim compensation), includes victim advocacy, victim notification, and witness programs:**

- Children Exposed to Violence
- Court School for Witnesses
- Direct Victim Services, e. g., advocacy, accompaniment, notification
- Restorative Justice, e.g., restitution, mediation, conferencing
- Witness Intimidation Prevention
- Other Services to Address Gaps in Crime Victim and Witness Protection Programs

7a. Feel free to specify the other in the space provided below:

## Appendix D: 2021 Strategic Plan Development Survey

The Board of State and Community Corrections (BSCC) is the state administering agency for the Edward Byrne Memorial Justice Assistance Grant (JAG) Program. In 2020, California's allotted JAG award was just over \$17 million.

The BSCC works to ensure that spending priorities allowed under the grant program align with California's evolving needs. These periodic surveys help the agency to see trends and adjust focus. The results will guide development of the new five-year JAG state strategy starting in the year 2022.

The BSCC is looking for input on needs in both the adult and juvenile systems, and broad public participation is critical to the creation of a fair and comprehensive plan. We encourage you to share this widely with your colleagues and other interested parties.

The survey should take 20 to 25 minutes to complete and focuses on spending and identifying unmet needs within the grant's allowable program purpose areas (PPA):

- PPA 1 – Law enforcement programs
- PPA 2 – Prosecution and court programs
- PPA 3 – Prevention and education programs
- PPA 4 – Corrections and community corrections programs
- PPA 5 – Drug treatment and enforcement programs
- PPA 6 – Planning, evaluation, and technology improvement programs
- PPA 7 – Crime victim and witness programs (other than compensation)
- PPA 8 – Mental health programs and related law enforcement and corrections programs, including behavioral programs and crisis intervention teams

The survey is organized in the following six sections:

- Section A: Respondent Information
- Section B: General Funding Priorities
- Section C: PPA Funding Priorities
- Section D: Areas of Need within each PPA
- Section E: Accessing Data and Implementing Evidence-based Approaches
- Section F: Grant History and Technical Assistance Needs

Answers to this survey are confidential and anonymous. No effort will be made to identify any respondent. If you are having difficulties with the survey or have any questions, please email [JAG@bscc.ca.gov](mailto:JAG@bscc.ca.gov). **All survey responses are due by 11:59 p.m. on Monday, August 9, 2021.**

## Section A: Respondent Information

The purpose of this section is to collect information about the respondent/agency completing this survey. Please respond to the best of your ability.

1. Name of County (drop down list with options, select one)
2. Please select the option that best describes the area in which you live or is served by your agency.
  - Primarily rural area
  - Primarily urban area
  - Primarily suburban area
  - Urban/suburban/rural mix
3. Please select the option that best describes your primary role or the role of your agency within the juvenile or adult system (select only one option). The following list is presented in alphabetical order; the order does not imply a level of importance:
  - Advocacy group (e.g., lobbyists, activists)
  - Courts and legal services (e.g., staff, judge, district attorney, public defender, county counsel, attorney general, appointed counsel, private attorney, federal judge, federal prosecutor)
  - Local detention facility/facilities (e.g., county juvenile detention facility, county jail, or city jail)
  - Correctional facility; state, federal, or private (e.g., state prison, federal prison, private facility)
  - Education (e.g., local school district, county office of education, state office of education, community college, state university, private university)
  - Elected official (e.g., state or federal legislator, city council member, county supervisor, mayor, tribal government official, other elected official)
  - Hospital or clinic; county, state, or federal (e.g., county hospitals, county clinics, state hospitals, veteran hospitals)
  - Hospital or clinic, private
  - Interested member of the public
  - Law enforcement (e.g., county sheriff, city police, California Highway Patrol, university police, federal law enforcement)
  - Parole/Probation (e.g., county probation, state parole, federal parole)
  - Service provider, community-based organization (e.g., behavioral health provider, mental health provider, social services provider, employment services provider)
  - Service provider, government agency (e.g., behavioral health provider, mental health provider, social services provider, employment services provider)
  - Other, please specify:

4. What level of government do you serve? If not applicable, please select “N/A”.

- Federal
- Local (county or city)
- State
- Tribal
- N/A

### **Section B: General Funding Priorities**

The purpose of this section is to collect feedback about general funding priorities that should apply across all funded projects, that is, regardless of the specific project’s program purpose area (PPA). For the questions in this section, please answer based on your knowledge of juvenile and adult legal system developments, changes, and trends within your community and across the state, not just your agency (if applicable).

1. For JAG funding in general, evidence-based principles and programs are a requirement of all funded projects. Should any of the following also be required aspects of, or guiding principles for funded projects? Please select all that apply. (multi-option check box to select all that apply)

- Reducing racial and ethnic disparities
- Culturally informed, competent, and responsive
- Trauma-informed care
- Reducing recidivism
- Reducing violence
- Reducing gun violence
- Other, please specify: (text box to describe)

2. For JAG funding in general, should the distribution of funds prioritize any of the below types of service providers? Please select all that apply. (multi-option check box to select all that apply)

- a. Providers that are community-based organizations (CBOs)
- b. Providers that are local governmental agencies *other than* law enforcement (e.g., public health, behavioral health)
- c. Providers that are law enforcement agencies (e.g., sheriff, probation or police)
- d. Other, please specify: (text box to describe)

### **Section C: PPA Funding Priorities**

The purpose of this section is to collect feedback about which Program Purpose Areas (PPA) are a priority for JAG funding. Areas of need within each PPA are the focus of Section D. For the questions in this section, please answer based on your knowledge of juvenile and adult legal system developments, changes, and trends within your community and across the state, not just your agency (if applicable).

1. California's JAG funding is currently primarily used to support:

- PPA 1 – Law enforcement programs,
- PPA 2 – Prosecution and court programs, and
- PPA 3 – Prevention and education programs.

Do you believe this the best use of this grant money? (Strongly Disagree, Disagree, Neither Agree Nor Disagree, Agree, Strongly Agree)

1a. In the space below, provide a brief explanation of your response.

2. Of the eight JAG PPAs listed below, **rank all in order of importance (with 1 being the most important)**, which areas reflect the best use of JAG funding for your community or for the state:

- PPA 1 – Law enforcement programs
- PPA 2 – Prosecution and court programs
- PPA 3 – Prevention and education programs
- PPA 4 – Corrections and community corrections programs
- PPA 5 – Drug treatment and enforcement programs
- PPA 6 – Planning, evaluation, and technology improvement programs
- PPA 7 – Crime victim and witness programs (other than compensation)
- PPA 8 – Mental health programs and related law enforcement and corrections programs, including behavioral programs and crisis intervention teams

3. If you were to allocate funding among the eight JAG PPAs, **what percentage would you assign to each area?** (Note: You may select one or more PPAs and YOUR TOTAL MUST EQUAL 100%. All fields must have a numeric value between 0-100 before you can proceed.)

- PPA 1 – Law enforcement programs
- PPA 2 – Prosecution and court programs
- PPA 3 – Prevention and education programs
- PPA 4 – Corrections and community corrections programs
- PPA 5 – Drug treatment and enforcement programs
- PPA 6 – Planning, evaluation, and technology improvement programs
- PPA 7 – Crime victim and witness programs (other than compensation)
- PPA 8 – Mental health programs and related law enforcement and corrections programs, including behavioral programs and crisis intervention teams

4. Should there be one PPA that ALL applicants are required to address? (Yes, No)

4a. If you answered yes to Question 4, which PPA? (only one selection permitted)

- PPA 1 – Law enforcement programs
- PPA 2 – Prosecution and court programs
- PPA 3 – Prevention and education programs
- PPA 4 – Corrections and community corrections programs
- PPA 5 – Drug treatment and enforcement programs
- PPA 6 – Planning, evaluation, and technology improvement programs
- PPA 7 – Crime victim and witness programs (other than compensation)
- PPA 8 – Mental health programs and related law enforcement and corrections programs, including behavioral programs and crisis intervention teams

## Section D: Areas of Need within Each PPA

The purpose of this section is to collect feedback regarding the greatest areas of need within each Program Purpose Area (PPA). For the questions in this section, please answer based on your knowledge of juvenile and adult system developments, changes, and trends within your community and across the state, not just your agency (if applicable). Lists are presented in alphabetical order; the order does not imply a level of importance.

1. For PPA 1 – Law enforcement programs, **select the top 3 areas of need:** (select only three; multiple option radio buttons or check boxes)

- Crisis intervention/mental health/suicide prevention
- Drug enforcement
- Equipment
- Firearm monitoring and recovery
- First degree burglaries
- Fraud investigations
- Gang enforcement
- Gang violence reduction
- Gun enforcement
- Gun violence reduction
- Hate crimes task force
- Human trafficking
- Inter-operable communication (enhanced information sharing)
- Law enforcement-community relations improvement
- Law enforcement training
- Mental health training for law enforcement
- Multijurisdictional crime solving partnerships
- Pre-arrest diversion

- Quality of life crimes
- School/youth related programs
- Sex offender task force
- Technology driven police strategies (i.e. Hot Spot, Community Policing)
- Violent crime reduction
- Workforce/hire and retain qualified staff
- Other, please specify: (space provided, text box)

2. For PPA 2 – Prosecution and court programs, **select the top 3 areas of need:** (select only three; multiple option radio buttons or check boxes)

- Civil/involuntary commitment
- Court security
- Court technologies (e.g., records/case management systems, court security, video arraignment/conferencing)
- Court-based restorative justice initiatives
- Defense counsel training to improve court representation
- District attorney restorative justice programs
- Forensic social workers
- Gang prosecution
- Gun prosecution
- Incompetent to stand trial
- Indigent defense
- Language Access
- Mental health liaisons
- Pretrial initiatives
- Pretrial risk assessment/monitoring
- Problem solving courts – drug court
- Problem solving courts – domestic violence court
- Problem solving courts – mental health court
- Problem solving courts – reentry court
- Problem solving courts – veterans court
- Problem solving courts – youth court
- Specialized prosecution
- Technology innovations and systems for indigent defense
- Training (e.g., court/prosecution/defense)
- Violent crime prosecution
- White-collar crime prosecution
- Other, please specify: (space provided, text box)

3. For PPA 3 – Prevention and education programs, **select the top 3 areas of need:** (select only three; multiple option radio buttons or check boxes)

- After school tutoring programs
- At-risk youth (previously referred to as “at-risk”)
- Domestic violence
- Gangs
- Gun violence
- Human trafficking
- Job-specific training and certification programs
- Juvenile delinquency
- LGBTQIA+ issues
- Mental health education
- Mentorship
- School violence
- Substance use
- Teen dating/intimate partner violence
- Violence
- Youth violence
- Other, please specify: (space provided, text box)

4. For PPA 4 – Corrections and community corrections programs, **select the top 3 areas of need:** (select only three; multiple option radio buttons or check boxes)

- Addressing historical trauma within system-impacted population
- Adult reentry services
- Alternatives to incarceration – non-residential
- Alternatives to incarceration – residential
- Benefit eligibility/enrollment (e.g., Medicaid)
- Community-based programming and treatment for system-impacted juveniles
- Jail-based education and training services
- Juvenile reentry services
- LGBTQIA+ training
- Population-specific programming – females
- Population-specific programming – elderly people
- Population-specific programming – parents
- Population-specific programming – sex offenders
- Population-specific programming – veterans
- Population-specific programming – youth
- Re-entry planning, e.g. integrated case management
- Restorative justice, e.g., restitution, reconciliation
- Risk assessment/evaluation of people who are incarcerated
- Smart probation, e.g., risk-based probation strategies
- Technical assistance and training on evidence-based practices

- Workforce/hire and retain qualified staff
  - Other, please specify: (space provided, text box)
5. For PPA 5 – Drug treatment and enforcement programs, **select the top 3 areas of need:** (select only three; multiple option radio buttons or check boxes)
- Community-based substance use outpatient treatment
  - Community-based substance use residential treatment
  - Co-occurring treatment (e.g. substance use and mental illness or other chronic health conditions)
  - Corrections-based treatment
  - Drug enforcement programs
  - Multijurisdictional drug enforcement partnerships
  - Sober housing
  - Workforce/hire and retain qualified staff
  - Other, please specify: (space provided, text box)
6. For PPA 6 – Planning, evaluation, and technology improvement programs, **select the top 3 areas of need:** (select only three; multiple option radio buttons or check boxes)
- Automate information sharing between service providers (e.g., Medicaid, mental health, employment, housing)
  - Automate information sharing between legal system partners (i.e., law enforcement, probation, courts)
  - Automate cross system information sharing to support individual case management (i.e., between legal system partners and service providers)
  - Criminal records improvement
  - Data collection and information sharing technology to support crime-fighting strategies
  - Data collection and information sharing to advance innovative use of crime analysis across jurisdictions in real time
  - Data collection and information sharing to assist in strategic planning
  - Developing outcome measures/program evaluation and research
  - Forensic science crime labs
  - Public defender systems improvement
  - Strategic planning/determining priorities
  - Technology to support case management
  - Other, please specify: (space provided, text box)

7. For PPA 7 – Crime victim and witness programs (other than compensation), **select the top 3 areas of need:** (select only three; multiple option radio buttons or check boxes)

- Basic needs (food, clothing, transportation, employment assistance)
- Children exposed to violence, physical abuse, neglect
- Court school for witnesses
- Court-based victim advocate
- Drug endangered child abuse/neglect services
- Family centers
- Family violence/interpersonal violence advocacy
- Human trafficking victim services
- Population-specific services- culturally specific
- Population-specific services- elderly
- Population-specific services- females
- Population-specific services- LGBTQIA+
- Population-specific services- youth
- Restorative justice initiatives
- Sexual assault- adult victims
- Sexual assault- child victims
- Therapeutic services (therapy, support groups, trauma-informed services)
- Transitional housing needs
- Victim advocate
- Witness intimidation/harassment prevention
- Other, please specify: (space provided, text box)

8. For PPA 8 – Mental health programs and related law enforcement and corrections programs, **select the top 3 areas of need:** (select only three; multiple option radio buttons or check boxes)

- Benefit enrollment and eligibility determination (e.g., Medicaid)
- Co-responder initiatives (law enforcement and clinicians work together in response to calls for service involving a person experiencing a behavioral health crisis)
- Crisis Intervention Team
- Data integration and information sharing (i.e., identify and prioritize needs, link to treatment and service, coordinate care)
- Diversion coordinated care
- Education & training
- Evaluation/assessment of mental disorders, substance abuse disorders and co-occurring disorders
- In-custody behavioral health programs
- Language access
- Law enforcement mental health response teams

- Mental health training for law enforcement
- Outpatient/community-based behavioral health programs
- Pre-arrest mental health diversion
- Reentry coordinated care
- Residential inpatient behavioral health treatment programs
- Suicide risk assessment, response, and protocols
- Other, please specify: (space provided, text box)

## **Section E: Accessing Data and Implementing Evidence-based Approaches**

The purpose of this section is to collect information about barriers at the state and local levels for accessing data and implementing evidence-based approaches to prevent and reduce crime and recidivism. Please answer to the best of your ability.

### **Accessing Data**

1. Accurate data is essential to data driven decision making. Do you feel your agency has adequate resources for information sharing and technology? (only one selection permitted)
  - Yes
  - No
  - Do not know
  - Does not apply
2. Does your agency have access to electronic data to help you plan, evaluate, and/or determine outcomes of your program? (only one selection permitted)
  - Yes, we have an electronic data system and it is easy to access information
  - Yes, we have an electronic data system, but it is difficult to access information
  - No, our data is not electronic
  - Do not know
  - Does not apply
3. If your agency does not have adequate technology or access to the data you need, what is your most pressing technology or information sharing need? (space provided, text box)
4. Please select all the system partners that exchange data electronically with your agency. (multi-option check box to select all that apply)
  - We do not have electronic information exchange with our partners
  - Community services (behavioral health, housing, employment, benefit eligibility)
  - Corrections
  - Courts
  - Defense

- Detention
- Dispatch
- Law enforcement
- Prosecution
- Other, please describe: (space provided, text box)
- Does not apply

### **Implementing Evidence-based Approaches**

Use of evidence-based practices for program and service delivery is a JAG priority. A program is “evidence-based” when the program effectiveness has been demonstrated and obtained through one or more outcome evaluations.

5. Please indicate whether your agency uses evidence-based practices and measures the effectiveness of services. (only one selection permitted)
  - Yes
  - No
  - Do not know
  - Does not apply
6. Please describe the evidence-based practices your agency is currently implementing. (space provided, text box)

### **Section F: Grant History and Technical Assistance Needs**

The purpose of this section is to collect historical information about applying for JAG funding and the type of BSCC technical assistance needed related to JAG funding and programs. Please answer to the best of your ability.

1. In the past three years, has your agency applied for JAG funding?
  - Yes
  - No
  - Do not know
  - 1a. If Yes, was your agency awarded JAG funding?
    - Yes, we received our full request
    - Yes, we received a partial request
    - No, our proposal was not funded
    - Our proposal was not considered (incomplete, late)
    - Do not know
  - 1b. If No, please indicate the reason.
    - A specific need for JAG funding was not identified
    - Staff were not available to complete the proposal
    - The agency was not aware of the availability of funding
    - The proposal process was difficult to navigate
    - The agency staff didn’t know how or have the skills to develop a proposal

- Our agency could not meet the application submission deadline
  - Do not know
  - Other (please specify):
2. If your agency were to apply for JAG funding, what type of technical assistance from BSCC is needed? (check all that apply)
- Understanding the federal grant process
  - Understanding BSCC proposal submission process
  - Grant proposal writing skills
  - Training on rules, regulations, requirements of grant recipients
  - Program coordination – steering committee support
  - Other (please specify):

## **Thank You**

Thank you for completing the JAG Strategic Plan Development Survey. Your input will be used to assist with the development of the new five-year JAG state strategy. As a reminder feel free to share this survey with your colleagues.

To stay up to date on events and activities of the BSCC, please subscribe to our mailing lists available at [https://www.bscc.ca.gov/s\\_bsccmailchimplisterserv/](https://www.bscc.ca.gov/s_bsccmailchimplisterserv/). For updates on the BSCC's JAG Program you may also visit the JAG webpage at [https://www.bscc.ca.gov/s\\_bsccjag/](https://www.bscc.ca.gov/s_bsccjag/).

## Appendix E: Technical Tables from the 2021 Survey Results

### About the 24 Respondents Removed from the Survey Data Set

For the 24 respondents removed from the survey data set, Table E1 provides demographic information including their county, area in which they live or serve (urban, suburban, rural), and the level of government served (state, local, tribal).

Table E1. *Removed Respondent Information: County, Area Live or Serve, Level of Government, and Agency Role Category (n = 24).*

| Respondent Information                | Count | Percent |
|---------------------------------------|-------|---------|
| <b>Region</b>                         |       |         |
| Bay Area                              | 10    | 41.7    |
| Southern                              | 5     | 20.8    |
| Greater Sacramento                    | 3     | 12.5    |
| Central Valley                        | 3     | 12.5    |
| Not Identified                        | 3     | 12.5    |
| <b>Area Live or Serve</b>             |       |         |
| Mix of Urban, Suburban, and Rural     | 9     | 37.5    |
| Rural                                 | 5     | 20.8    |
| Urban                                 | 6     | 25.0    |
| Suburban                              | 2     | 8.3     |
| Not Identified                        | 2     | 8.3     |
| <b>Level of Government</b>            |       |         |
| Local (County or City)                | 20    | 83.3    |
| State                                 | 1     | 4.2     |
| Not Applicable                        | 3     | 12.5    |
| <b>Agency Role Category</b>           |       |         |
| Law Enforcement                       | 5     | 20.8    |
| Corrections and Community Corrections | 9     | 37.5    |
| Service Providers                     | 5     | 20.8    |
| Courts and Legal Services             | 2     | 8.3     |
| Other                                 | 3     | 12.5    |

## About the 85 Respondents Included in the Survey Data Set

For the 85 respondents who completed the survey, Table E2 provides their county organized by county region.

Table E2. Respondent Counties by Region (N = 85).

|                                | Total     | Percent     |
|--------------------------------|-----------|-------------|
| <b>Bay Area</b>                | <b>28</b> | <b>32.9</b> |
| Alameda                        | 3         | 3.5         |
| Contra Costa                   | 14        | 16.5        |
| Marin                          | 1         | 1.2         |
| Monterey                       | 1         | 1.2         |
| San Francisco                  | 3         | 3.5         |
| Santa Cruz                     | 3         | 3.5         |
| Solano                         | 3         | 3.5         |
| <b>Southern</b>                | <b>21</b> | <b>24.7</b> |
| Imperial                       | 2         | 2.4         |
| Los Angeles                    | 9         | 10.6        |
| Riverside                      | 3         | 3.5         |
| San Bernardino                 | 1         | 1.2         |
| San Diego                      | 2         | 2.4         |
| San Luis Obispo                | 2         | 2.4         |
| Ventura                        | 2         | 2.4         |
| <b>Greater Sacramento Area</b> | <b>15</b> | <b>17.6</b> |
| Butte                          | 1         | 1.2         |
| El Dorado                      | 1         | 1.2         |
| Nevada                         | 2         | 2.4         |
| Plumas                         | 1         | 1.2         |
| Sacramento                     | 5         | 5.9         |
| Yolo                           | 4         | 4.7         |
| Yuba                           | 1         | 1.2         |
| <b>Central Valley</b>          | <b>12</b> | <b>14.1</b> |
| Fresno                         | 3         | 3.5         |
| Kern                           | 1         | 1.2         |
| Madera                         | 1         | 1.2         |
| Mariposa                       | 1         | 1.2         |
| San Joaquin                    | 5         | 5.9         |
| Stanislaus                     | 1         | 1.2         |
| <b>Northern</b>                | <b>7</b>  | <b>8.2</b>  |
| Glenn                          | 1         | 1.2         |
| Humboldt                       | 3         | 3.5         |
| Shasta                         | 1         | 1.2         |
| Siskiyou                       | 1         | 1.2         |
| Tehama                         | 1         | 1.2         |
| <b>No Response</b>             | <b>2</b>  | <b>2.4</b>  |
| <b>Total</b>                   | <b>85</b> | <b>100</b>  |

## Technical Tables for Survey Section D: Areas of Need within Each PPA

Table E3 provides the demographic information (region, area live or serve, level of government, agency role category) for the 73 respondents who were included in the Section D analyses.

Table E3. *Respondent Information for Section D Analyses: Region, Area Live or Serve, Level of Government, and Agency Role Category (n = 73).*

| <b>Respondent Information</b>         | <b>Count</b> | <b>Percent</b> |
|---------------------------------------|--------------|----------------|
| <b>Region</b>                         |              |                |
| Bay Area                              | 27           | 37.0           |
| Southern California                   | 17           | 23.3           |
| Greater Sacramento Area               | 13           | 17.8           |
| Central Valley                        | 10           | 13.7           |
| Northern California                   | 5            | 6.8            |
| Not Identified                        | 1            | 1.4            |
| <b>Area Live or Serve</b>             |              |                |
| Mix of Urban, Suburban, and Rural     | 32           | 43.8           |
| Rural                                 | 15           | 20.5           |
| Urban                                 | 16           | 21.9           |
| Suburban                              | 10           | 13.7           |
| <b>Level of Government</b>            |              |                |
| Local (County or City)                | 49           | 67.1           |
| State                                 | 6            | 8.2            |
| Tribal                                | 0            | 0.0            |
| Not Applicable                        | 18           | 24.7           |
| <b>Agency Role Category</b>           |              |                |
| Law Enforcement                       | 11           | 15.1           |
| Corrections and Community Corrections | 21           | 28.8           |
| Service Providers                     | 27           | 37.0           |
| Courts and Legal Services             | 7            | 9.6            |
| Other                                 | 7            | 9.6            |

Tables E4 through E11 provide the analyses for each Section D question across all respondents (overall) and by role category. The tables provided rank values rather than frequencies to show which category was chosen most often within each role category. All tables are organized based on area of need rank across all respondents, with low values representing areas that were chosen by more respondents and larger values representing areas that were chosen by fewer respondents. The first five rank values are color-coded to easily identify patterns among the top choices.

Table E4. Rank Value of the Areas of Need within PPA 1, Law Enforcement Programs, by Role Category.

| Area of Need                                                            | Overall | Law Enforcement | Corrections and Community Corrections | Service Providers | Courts and Legal Services | Other |
|-------------------------------------------------------------------------|---------|-----------------|---------------------------------------|-------------------|---------------------------|-------|
| Crisis intervention/mental health/suicide prevention                    | 1       | 2               | 1                                     | 1                 | 2                         | 1     |
| Pre-arrest diversion                                                    | 2       | -               | 3                                     | 2                 | 3                         | 1     |
| Mental health training for law enforcement                              | 3       | 4               | 2                                     | 3                 | 1                         | 2     |
| Law enforcement-community relations improvement                         | 4       | 2               | 2                                     | 4                 | 3                         | 4     |
| Human trafficking                                                       | 5       | 3               | 2                                     | 7                 | -                         | 3     |
| School/youth related programs                                           | 5*      | 3               | 4                                     | 4                 | 4                         | -     |
| Workforce/hire and retain qualified staff                               | 6       | 2               | 2                                     | 9                 | 4                         | 4     |
| Drug enforcement                                                        | 6       | 2               | 4                                     | 6                 | 4                         | -     |
| Law enforcement training                                                | 6       | 1               | 3                                     | 8                 | 4                         | -     |
| Violent crime reduction                                                 | 7       | 3               | 2                                     | 8                 | 4                         | -     |
| Gun violence reduction                                                  | 8       | -               | 6                                     | 5                 | -                         | 4     |
| Gang violence reduction                                                 | 9       | 4               | 6                                     | 7                 | -                         | 4     |
| Inter-operable communication (enhanced information sharing)             | 9       | 4               | 6                                     | 7                 | -                         | 4     |
| Equipment                                                               | 10      | 2               | 5                                     | -                 | -                         | -     |
| Technology driven police strategies (i.e. Hot Spot, Community Policing) | 11      | 4               | -                                     | 9                 | 4                         | 4     |
| Quality of life crimes                                                  | 11      | 4               | -                                     | 9                 | 3                         | -     |
| Other <sup>1</sup>                                                      | 11      | -               | 5                                     | 9                 | 4                         | -     |
| Firearm monitoring and recovery                                         | 12      | 4               | -                                     | 9                 | -                         | 4     |
| Sex offender task force                                                 | 12      | -               | 6                                     | 8                 | -                         | -     |
| Gang enforcement                                                        | 13      | 4               | -                                     | 9                 | -                         | -     |
| Gun enforcement                                                         | 13      | 4               | -                                     | 9                 | -                         | -     |
| Hate crimes task force                                                  | 14      | -               | -                                     | 9                 | -                         | -     |
| Multijurisdictional crime solving partnerships                          | 14      | -               | -                                     | 9                 | -                         | -     |
| First degree burglaries                                                 | 14      | -               | 6                                     | -                 | -                         | -     |
| Fraud investigations                                                    | -       | -               | -                                     | -                 | -                         | -     |

Note. \*In some cases, multiple areas of need were chosen by the same number of individuals within an agency category. In these instances, areas of need chosen the same number of times were assigned the same rank value.

<sup>1</sup> Four individuals who selected Other provided a description: (1) Diversity Training. (2) Domestic Violence enforcement. (3) Post-arrest diversion. (4) The top need here should be solving homicides and nonfatal shootings.

Table E5. Rank Value of the Areas of Need within PPA 2, Prosecution and Court Programs by Role Category.

| Area of Need                                                                                                 | Overall | Law Enforcement | Corrections and Community Corrections | Service Providers | Courts and Legal Services | Other |
|--------------------------------------------------------------------------------------------------------------|---------|-----------------|---------------------------------------|-------------------|---------------------------|-------|
| Court-based restorative justice initiatives                                                                  | 1       | 3               | 2                                     | 1                 | 1                         | 3     |
| Mental health liaisons                                                                                       | 2       | 3               | 1                                     | 2                 | -                         | 3     |
| District attorney restorative justice programs                                                               | 3       | 2               | 6                                     | 1                 | 3                         | 2     |
| Problem solving courts – mental health court                                                                 | 4       | 2               | 3                                     | 4                 | 1                         | 2     |
| Forensic social workers                                                                                      | 5       | -               | 5                                     | 5                 | 1                         | 2     |
| Indigent defense                                                                                             | 6       | -               | 8                                     | 3                 | 3                         | 1     |
| Violent crime prosecution                                                                                    | 6*      | 1               | 6                                     | 7                 | 3                         | 3     |
| Training (e.g., court/prosecution/defense)                                                                   | 7       | 2               | 6                                     | 6                 | 3                         | 3     |
| Pretrial initiatives                                                                                         | 8       | 3               | 4                                     | 6                 | -                         | -     |
| Problem solving courts – drug court                                                                          | 9       | 3               | 8                                     | 6                 | 3                         | 2     |
| Gun prosecution                                                                                              | 9       | 1               | 8                                     | 7                 | -                         | 3     |
| Defense counsel training to improve court representation                                                     | 10      | -               | -                                     | 4                 | 2                         | -     |
| Court technologies (e.g., records/ case management systems, court security, video arraignment/ conferencing) | 11      | 2               | 8                                     | -                 | 3                         | 3     |
| Incompetent to stand trial                                                                                   | 11      | 3               | 8                                     | 6                 | -                         | 3     |
| Problem solving courts – youth court                                                                         | 11      | -               | 8                                     | 4                 | -                         | -     |
| Civil/involuntary commitment                                                                                 | 11      | 3               | -                                     | 4                 | -                         | -     |
| Court security                                                                                               | 11      | 1               | -                                     | 7                 | -                         | -     |
| Gang prosecution                                                                                             | 12      | 2               | 8                                     | -                 | -                         | 3     |
| Technology innovations and systems for indigent defense                                                      | 13      | -               | 8                                     | 7                 | -                         | 3     |
| Specialized prosecution                                                                                      | 13      | 2               | -                                     | -                 | 3                         | -     |
| White-collar crime prosecution                                                                               | 13      | -               | -                                     | 5                 | -                         | -     |
| Problem solving courts – domestic violence court                                                             | 13      | -               | 8                                     | 6                 | -                         | -     |
| Other <sup>2</sup>                                                                                           | 13      | -               | 7                                     | 7                 | -                         | -     |
| Pretrial risk assessment/monitoring                                                                          | 13      | 3               | 7                                     | -                 | -                         | -     |
| Problem solving courts – reentry court                                                                       | 14      | -               | 8                                     | -                 | 3                         | -     |
| Problem solving courts – veterans court                                                                      | 14      | -               | 8                                     | 7                 | -                         | -     |
| Language Access                                                                                              | -       | -               | -                                     | -                 | -                         | -     |

Note. \*In some cases, multiple areas of need were chosen by the same number of individuals within an agency category. In these instances, areas of need chosen the same number of times were assigned the same rank value.

<sup>2</sup> Three individuals who selected Other provided a description: (1) Court diversion programs. (2) Diversionary programs for adults. (3) Diversity training.

Table E6. Rank Value of the Areas of Need within PPA 3, Prevention and Education by Agency Role Category.

| Area of Need                                           | Overall | Law Enforcement | Corrections and Community Corrections | Service Providers | Courts and Legal Services | Other |
|--------------------------------------------------------|---------|-----------------|---------------------------------------|-------------------|---------------------------|-------|
| At-promise youth (previously referred to as "at-risk") | 1       | 1               | 3                                     | 1                 | 3                         | 1     |
| Mental health education                                | 2       | 3               | 1                                     | 2                 | 2                         | 2     |
| Job-specific training and certification programs       | 3       | 2               | 2                                     | 3                 | 2                         | 3     |
| Substance use                                          | 4       | 2               | 4                                     | 4                 | 1                         | 3     |
| Mentorship                                             | 5       | 3               | 6                                     | 3                 | 3                         | 4     |
| Human trafficking                                      | 6       | 1               | 4                                     | 5                 | -                         | 4     |
| After school tutoring programs                         | 7       | 3               | 4                                     | 5                 | -                         | 4     |
| Youth violence                                         | 8       | 3               | 5                                     | 6                 | 4                         | 4     |
| Gun violence                                           | 9       | 3               | 6                                     | 7                 | 4                         | 4     |
| Violence                                               | 9       | 3               | 4                                     | 8                 | 4                         | -     |
| Domestic violence                                      | 10*     | 4               | 5                                     | 7                 | 4                         | -     |
| Juvenile delinquency                                   | 10      | 3               | 3                                     | 9                 | -                         | -     |
| LGBTQIA+ issues                                        | 11      | -               | 5                                     | 8                 | 4                         | 4     |
| School violence                                        | 12      | 3               | 7                                     | 9                 | 4                         | 4     |
| Other <sup>3</sup>                                     | 13      | -               | -                                     | 7                 | 4                         | 4     |
| Gangs                                                  | 14      | 3               | 6                                     | -                 | -                         | -     |
| Teen dating/intimate partner violence                  | 15      | -               | 6                                     | -                 | -                         | -     |

Note. \*In some cases, multiple areas of need were chosen by the same number of individuals within an agency category. In these instances, areas of need chosen the same number of times were assigned the same rank value.

<sup>3</sup> Five individuals who selected Other provided a description: (1) Cognitive behavioral programs to develop thinking skills needed for good decision making in all areas of life. (2) Community based Restorative Justice Diversion. (3) Restorative justice diversion programs (without court involvement). (4) School-based diversion. (5) Substance use is very broad -- what is needed is universal, culturally relevant drug education and harm reduction programs in every elementary, middle, and high school. SO much violence, crime and mental health issues are linked to substance use issues which CAN be prevented. We have seen this with youth tobacco rates dropping over the last 20 years. We need the same type of peer-led, comprehensive programs for today's young people so that the next generation has lower drug/alcohol usage, less demand for substances (both legal and illegal) and thus reduced organized crime, neighborhood crime, less mental health crisis activated by substance use, less checked out parents and caregivers. It all starts with teaching the upcoming generation to manage stress without substances and giving them opportunities to thrive, lead and succeed.

Table E7. Rank Value of the Areas of Need within PPA 4, Corrections and Community Corrections Programs by Role Category.

| Area of Need                                                            | Overall | Law Enforcement | Corrections and Community Corrections | Service Providers | Courts and Legal Services | Other |
|-------------------------------------------------------------------------|---------|-----------------|---------------------------------------|-------------------|---------------------------|-------|
| Adult reentry services                                                  | 1       | 1               | 1                                     | 1                 | 4                         | 3     |
| Community-based programming and treatment for system-impacted juveniles | 2       | 5               | 3                                     | 2                 | 2                         | 2     |
| Re-entry planning, e.g. integrated case management                      | 3       | 3               | 4                                     | 5                 | 4                         | 1     |
| Alternatives to incarceration – non-residential                         | 4       | 5               | 6                                     | 4                 | 1                         | 2     |
| Alternatives to incarceration – residential                             | 5       | 5               | 6                                     | 6                 | 1                         | 2     |
| Juvenile reentry services                                               | 5*      | 4               | 5                                     | 5                 | 3                         | -     |
| Restorative justice                                                     | 6       | 4               | 9                                     | 3                 | 4                         | 3     |
| Addressing historical trauma within system-impacted population          | 6       | -               | 5                                     | 3                 | 4                         | -     |
| Smart probation, e.g., risk-based probation strategies                  | 7       | 3               | 2                                     | -                 | 4                         | -     |
| Workforce/hire and retain qualified staff                               | 8       | 2               | 7                                     | 7                 | 4                         | 4     |
| Jail-based education and training                                       | 9       | 2               | 8                                     | 7                 | -                         | 4     |
| Risk assessment/evaluation of people who are incarcerated               | 10      | 4               | 6                                     | 8                 | -                         | 4     |
| Technical assistance and training on evidence-based practices           | 11      | -               | 8                                     | 8                 | 4                         | -     |
| LGBTQIA+ training                                                       | 11      | 5               | 9                                     | 7                 | -                         | -     |
| Population-specific programming – youth                                 | 12      | -               | -                                     | 7                 | -                         | -     |
| Other <sup>4</sup>                                                      | 12      | 5               | 9                                     | -                 | -                         | -     |
| Benefit eligibility/enrollment (e.g., Medicaid)                         | 13      | -               | -                                     | -                 | 4                         | -     |
| Population-specific programming – females                               | 13      | -               | -                                     | 8                 | -                         | -     |
| Population-specific programming – sex offenders                         | 13      | -               | 9                                     | -                 | -                         | -     |
| Population-specific programming – veterans                              | 13      | 5               | -                                     | -                 | -                         | -     |
| Population-specific programming – elderly people                        | -       | -               | -                                     | -                 | -                         | -     |
| Population-specific programming – parents                               | -       | -               | -                                     | -                 | -                         | -     |

Note. \*In some cases, multiple areas of need were chosen by the same number of individuals within an agency category. In these instances, areas of need chosen the same number of times were assigned the same rank value.

<sup>4</sup> Two individuals who selected Other provided a description: (1) programs to help train incarcerated individuals so they have job skills when they are released and can lead productive lives and support their families - sense of pride. (2) Partner with Behavioral Health and Public Health to assess and address client and family needs.

Table E8. Rank Value of the Areas of Need within PPA 5, Drug Treatment and Enforcement Programs by Role Category.

| Area of Need                                                                                      | Overall | Law Enforcement | Corrections and Community Corrections | Service Providers | Courts and Legal Services | Other |
|---------------------------------------------------------------------------------------------------|---------|-----------------|---------------------------------------|-------------------|---------------------------|-------|
| Co-occurring treatment (e.g. substance use and mental illness or other chronic health conditions) | 1       | 2               | 1                                     | 1                 | 1                         | 1     |
| Community-based substance use residential treatment                                               | 2       | 1               | 2                                     | 2                 | 2                         | 3     |
| Community-based substance use outpatient treatment                                                | 3       | 3               | 4                                     | 2                 | 3                         | 4     |
| Sober housing                                                                                     | 4       | 5               | 3                                     | 3                 | 2                         | 2     |
| Corrections-based treatment                                                                       | 5       | 4               | 4                                     | 5                 | -                         | 3     |
| Workforce/hire and retain qualified staff                                                         | 5*      | 5               | 5                                     | 3                 | 5                         | -     |
| Multijurisdictional drug enforcement partnerships                                                 | 6       | 5               | 6                                     | 6                 | 4                         | 2     |
| Drug enforcement programs                                                                         | 6       | 4               | 6                                     | 5                 | 5                         | 4     |
| Other <sup>5</sup>                                                                                | 7       | -               | 6                                     | 4                 | 5                         | 3     |

Note. \*In some cases, multiple areas of need were chosen by the same number of individuals within an agency category. In these instances, areas of need chosen the same number of times were assigned the same rank value.

<sup>5</sup> Seven individuals who selected Other provided a description: (1) Community driven initiatives. (2) Community-based substance use inpatient treatment. (3) Community-based treatment programs that provide both residential and outpatient, so the services are responsive to the level of need (treatment & otherwise) and aligned with risk-need-responsivity principles. (4) Drug Treatment without enforcement (incarceration centered). (5) funding drug and alcohol prevention for the next generation! let's reach young people before they reach for substances. (6) Harm reduction policies and practices (not abstinence, not sober living). (7) Work Furlough/Residential treatment programs for those who fail community-based interventions.

Table E9. Rank Value of the Areas of Need within PPA 6, Planning, Evaluation, and Technology Improvement by Role Category.

| Area of Need                                                                                                                                | Overall | Law Enforcement | Corrections and Community Corrections | Service Providers | Courts and Legal Services | Other |
|---------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------------|---------------------------------------|-------------------|---------------------------|-------|
| Automate cross system information sharing to support individual case management (i.e., between legal system partners and service providers) | 1       | 1               | 3                                     | 2                 | 3                         | 1     |
| Automate information sharing between legal system partners (i.e., law enforcement, probation, courts)                                       | 1*      | 1               | 1                                     | 5                 | 2                         | 2     |
| Automate information sharing between service providers (e.g., Medicaid, mental health, employment, housing)                                 | 2       | 2               | 4                                     | 1                 | 1                         | 3     |
| Developing outcome measures/program evaluation and research                                                                                 | 3       | 3               | 2                                     | 3                 | 2                         | 3     |
| Data collection and information sharing to assist in strategic planning                                                                     | 4       | 4               | 3                                     | 5                 | 3                         | 4     |
| Public defender systems improvement                                                                                                         | 5       | 4               | -                                     | 2                 | 1                         | 3     |
| Strategic planning/determining priorities                                                                                                   | 6       | -               | 6                                     | 4                 | 3                         | 3     |
| Data collection and information sharing technology to support crime-fighting strategies                                                     | 7       | 2               | 5                                     | 7                 | 2                         | 4     |
| Criminal records improvement                                                                                                                | 7       | 2               | 5                                     | 6                 | 3                         | -     |
| Technology to support case management                                                                                                       | 8       | -               | 5                                     | 8                 | 3                         | 4     |
| Forensic science crime labs                                                                                                                 | 9       | 4               | 8                                     | 8                 | 2                         | 4     |
| Data collection and information sharing to advance innovative use of crime analysis across jurisdictions in real time                       | 10      | 3               | 8                                     | 8                 | 3                         | -     |
| Other <sup>6</sup>                                                                                                                          | 11      | -               | 7                                     | 8                 | -                         | 4     |

Note. \*In some cases, multiple areas of need were chosen by the same number of individuals within an agency category. In these instances, areas of need chosen the same number of times were assigned the same rank value.

<sup>6</sup> Four individuals who selected Other provided a description: (1) Automated cross-system and intra-system technology infrastructure to support the range of needs referenced above (i.e., case management, crime analysis, administrative functions, etc.). (2) Efficient Client Referral Process. (3) program evaluation. (4) Study disproportionate arrests and incarceration of Queer girls. Create program to change. Study how many officers; probation, police are trained according to AB 2504.

Table E10. Rank Value of the Areas of Need within PPA 7, Crime Victims and Witness Programs by Role Category.

| Area of Need                                                             | Overall | Law Enforcement | Corrections and Community Corrections | Service Providers | Courts and Legal Services | Other |
|--------------------------------------------------------------------------|---------|-----------------|---------------------------------------|-------------------|---------------------------|-------|
| Basic needs (food, clothing, transportation, employment assistance)      | 1       | 1               | 2                                     | 2                 | 2                         | 3     |
| Children exposed to violence, physical abuse, neglect                    | 2       | 1               | 1                                     | 3                 | 2                         | 2     |
| Transitional housing needs                                               | 3       | 3               | 3                                     | 1                 | 1                         | 3     |
| Restorative justice initiatives                                          | 4       | -               | 5                                     | 2                 | 1                         | 1     |
| Therapeutic services (therapy, support groups, trauma-informed services) | 5       | 4               | 4                                     | 2                 | 3                         | 3     |
| Family centers                                                           | 6       | 3               | 7                                     | 4                 | 1                         | 1     |
| Human trafficking victim services                                        | 6*      | 3               | 5                                     | 3                 | 3                         | 2     |
| Family violence/interpersonal violence advocacy                          | 7       | 3               | 5                                     | 4                 | -                         | 2     |
| Drug endangered child abuse/neglect services                             | 8       | 2               | 7                                     | 5                 | -                         | 2     |
| Victim advocate                                                          | 9       | 3               | 6                                     | 6                 | -                         | 3     |
| Witness intimidation/harassment prevention                               | 10      | 4               | 7                                     | 7                 | 3                         | 2     |
| Population-specific services- culturally specific                        | 11      | -               | 7                                     | 7                 | 3                         | -     |
| Court-based victim advocate                                              | 11      | 4               | 7                                     | -                 | 3                         | -     |
| Population-specific services- LGBTQIA+                                   | 12      | -               | 7                                     | -                 | 3                         | -     |
| Population-specific services- youth                                      | 13      | -               | 8                                     | 7                 | -                         | -     |
| Sexual assault- adult victims                                            | 13      | 4               | 8                                     | -                 | -                         | -     |
| Sexual assault- child victims                                            | 13      | 3               | -                                     | -                 | -                         | -     |
| Court school for witnesses                                               | 14      | -               | -                                     | -                 | 3                         | -     |
| Population-specific services- females                                    | 14      | -               | -                                     | 7                 | -                         | -     |
| Other                                                                    | -       | -               | -                                     | -                 | -                         | -     |
| Population-specific services- elderly                                    | -       | -               | -                                     | -                 | -                         | -     |

Note. \*In some cases, multiple areas of need were chosen by the same number of individuals within an agency category. In these instances, areas of need chosen the same number of times were assigned the same rank value.

Table E11. Rank Value of the Areas of Need within PPA 8, Mental Health Programs and Related Law Enforcement and Corrections Programs by Role Category.

| Area of Need                                                                                                                                                        | Overall | Law Enforcement | Corrections and Community Corrections | Service Providers | Courts and Legal Services | Other |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------------|---------------------------------------|-------------------|---------------------------|-------|
| Crisis Intervention Team                                                                                                                                            | 1       | 1               | 1                                     | 1                 | 1                         | 2     |
| Co-responder initiatives (law enforcement and clinicians work together in response to calls for service involving a person experiencing a behavioral health crisis) | 2       | 2               | 2                                     | 3                 | 3                         | 4     |
| Residential inpatient behavioral health treatment programs                                                                                                          | 3       | 2               | 3                                     | 7                 | 3                         | 2     |
| Outpatient/community-based behavioral health programs                                                                                                               | 4       | 3               | 7                                     | 2                 | 1                         | -     |
| Pre-arrest mental health diversion                                                                                                                                  | 5       | 4               | 8                                     | 6                 | 1                         | 1     |
| Diversion coordinated care                                                                                                                                          | 5*      | -               | 6                                     | 4                 | 3                         | 2     |
| In-custody behavioral health programs                                                                                                                               | 6       | 2               | 4                                     | 9                 | 3                         | 3     |
| Reentry coordinated care                                                                                                                                            | 7       | -               | 4                                     | 6                 | -                         | 3     |
| Education & training                                                                                                                                                | 7       | 3               | 5                                     | 5                 | -                         | -     |
| Mental health training for law enforcement                                                                                                                          | 8       | 3               | 8                                     | 6                 | 2                         | 4     |
| Benefit enrollment and eligibility determination (e.g., Medicaid)                                                                                                   | 8       | 3               | 7                                     | 5                 | 3                         | -     |
| Law enforcement mental health response teams                                                                                                                        | 9       | 2               | 7                                     | 8                 | 2                         | -     |
| Data integration and information sharing (i.e., identify and prioritize needs, link to treatment and service, coordinate care)                                      | 10      | 2               | 8                                     | 9                 | 3                         | 3     |
| Evaluation/assessment of mental disorders, substance abuse disorders and co-occurring disorders                                                                     | 10      | 3               | 7                                     | 7                 | 3                         | -     |
| Suicide risk assessment, response, and protocols                                                                                                                    | 11      | 4               | 8                                     | 10                | -                         | -     |
| Other <sup>7</sup>                                                                                                                                                  | 12      | -               | -                                     | -                 | 3                         | -     |
| Language access                                                                                                                                                     | 12      | -               | -                                     | 10                | -                         | -     |

Note. \*In some cases, multiple areas of need were chosen by the same number of individuals within an agency category. In these instances, areas of need chosen the same number of times were assigned the same rank value.

<sup>7</sup> One individual who selected Other provided a description: Clinicians respond to call of person experiencing a behavioral health crisis WITHOUT law enforcement response which can escalate the crisis and is dangerous if mental health crisis call only.